

DEPARTMENT OF COMMUNITY SERVICES AND DEVELOPMENT

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Community Service Block Grant (CSBG) Advisory Committee (CAC) Meeting
Wednesday, August 25, 2004
Community Services and Development (CSD) - King Conference Room

Roll Call:

Associated Community Action Program
Calaveras/Mariposa Community Action Agency
California Nevada Community Action Partnership
City of Los Angeles, Community Development Department,
Human Services and Neighborhood Development Division
City of Oakland, Life Enrichment Agency, Aging Health and
Human Services
Community Action Agency of Butte County, Inc.
Community Action Partnership of Orange County
Community Action Partnership of Sonoma County
Community Services and Employment Training, Inc.
Contra Costa County Community Services Department
Economic Opportunity Commission of San Luis Obispo County, Inc.
Fresno County Economic Opportunities Commission
Glenn County Human Resource Agency
Kings Community Action Organization, Inc.
La Cooperativa Campesina de California
Lake County Community Action Agency, Inc.
Los Angeles County, Community and Senior Services
North Coast Opportunities
Northern California Indian Development Council, Inc.
Proteus, Inc.
Redwood Community Action Agency
Rural Community Assistance Corporation
Sacramento Employment and Training Agency
San Benito County, Department of Community Services and
Workforce Development
Southern California Forum
Yolo County Department of Employment and Social Services

Introductions

The meeting began with attendees introducing themselves to the group.

Director's Comments/Purpose of Community Service Block Grant (CSBG) Advisory Committee (CAC)

Director Tim Dayonot said that prior to establishing CAC, he contacted key leadership to discuss his idea. He envisions the CAC as a forum for discussion, similar to the Low Income Home Energy Assistance Program (LIHEAP) Service Providers Committee (LSPC). The committee is not a substitute for the state associations, but is intended to enhance the role of those entities. In addition to representatives from Community Action Agencies (CAA), in attendance were representatives of several associations: the Central Valley Community Consortium, La Cooperativa de Campesina, So Cal Forum, ACCES, Cal/Neva, and the Bay Area Poverty Resource Council.

Discussion of structure, membership, etc.

Tim offered many suggestions on structural and operational issues, such as, if a Chair should be elected, or if a facilitator should be used to manage discussions. He described the first year as an experiment to see how it works. If it proves to be beneficial, the CAC will be continued. Consensus was reached that a Chair is not necessary, the membership will be open; and each provider can send a representative of their choice. The committee will be informal, a forum for information and opinion sharing, and advisory to the Director. CAC meetings will be held quarterly, in conjunction with the LSPC meetings, and held alternately in the North and the South. A CSD staff person will record minutes and solicit agenda items from the providers (electronically). The group agreed to try this process for six months to a year and then make changes, if necessary.

Contract Changes

No expected major changes or information to share at this time.

Result Oriented Management Accountability (ROMA)

Tim provided a brief overview of ROMA, stating that it is viewed in many ways as a data collection tool, a reporting outcomes model, and as a vehicle revitalizing community action. On the issue of compliance with ROMA, there is no certificate of compliance; it is self-declared.

Maxine Duruisseau provided an overview of the evolution of ROMA (Attachments 1, 2, 3). Most recently, a task force was established to develop the 12 national performance indicators, which are expected to help better demonstrate CSBG outcomes, and are to be implemented in 2005.

Pamela Harrison noted that CSD sent the "Guide to Organizing and Reporting National Indicators of Community Action Performance" (Attachment 4) to providers earlier this year, along with the survey to determine their ability to collect and report the data. CSD staff recently attended meetings with Office of Community Services/National Association for State Community Services Program (OCS/NASCSP) representatives in San Francisco to discuss implementation of the indicators (Attachments 5, 6). Final reporting forms have not yet been received from OCS, but are expected in September. We'll be able to answer more questions after we review the forms. Some points of interest:

- OCS wants States to start reporting in 2005 on 2004 Program Year (PY) activities. CSD will do the mapping for agencies the first year to meet this requirement.
- The new performance indicators will be implemented in 2005 and should be included in the agency's 2006/07 Community Action Plan

- OCS is asking for clients served through all the agency's programs, not just CSBG.
- Referrals must be counted. Follow-up will be necessary to determine the outcome of the referral.
- Some agencies are currently reporting scale measures, but the matrices need to be tied to direct measures. CSD is reviewing the scale measures and will try to tie them to a direct measure.
- Some of the indicators ask for agencies to report both the number of outcomes achieved and the percentage that number represents.
- Tasks ahead--Definitions and guidelines will need to be established for data that is requested that is not specific. Definitions and clarification on the standard outcomes in the benchmarks will need to be tied to the National Performance Indicator outcome measures.
- A ROMA working group will be established to work through the preceding issues, and others. A sign-up sheet was circulated. Contact Pamela Harrison at pharrison@csd.ca.gov or (916) 341-4289 for more information.

Cal/Neva and La Cooperativa offered to assist CSD with the implementation of the new indicators by including ROMA workshops/roundtables at their upcoming meetings in October.

Farewell

Cheryl Hagen announced that Lynn Victor would soon be retiring from Cal/Neva. Lynn was recognized by the group and she offered a few words. She said that she has plans to do some consulting and noted that she's not yet done with low-income antipoverty programs.

CSBG Automation

Ed Lee mentioned that he attended the half-day session in San Francisco on CSBG automation and data collection. CSD would like to develop a CSBG automation project, but can't commit to the extent of the project until we've had the opportunity to fully scope it. Whether it will be a case management system is still unresolved. Ed estimated a two to three year effort for an automation project. CSD has to do an assessment, cost out the project, complete a feasibility study report and go through a myriad of approvals. The group discussed that some agencies have developed or purchased automated systems, and others are still seeking solutions. A provider asked whether agencies should drop individual efforts. Ed replied that they should continue with their efforts. Data from individual systems can most likely be uploaded to CSD. Ed envisions starting small, in a modular fashion, and adding other functionality to customize it as we go.

Ed provided an overview of CSD's efforts thus far (Attachment 7) on CSBG automation, and asked for reaffirmation from the existing members of the CSBG Automation Team (CAT) as to whether they want to remain on the team. He also asked if agencies had new nominees to add to the team. Please contact Ed at elee@csd.ca.gov or (916) 341-4314 by September 10, 2004. Tim added that there is a potential that OCS will provide some funding for this project in the future.

Assembly Bill (AB) 444 Update

Buddy Ray reported that in 2002, via AB 444, the Legislature directed the network to review and analyze the CSBG funding formula. Pursuant to that, Cal/Neva established the AB 444 CSBG Advisory Committee, and named Lois Carson as Chair. The committee has obtained funding for the project and is beginning its efforts. Some process questions have arisen. Buddy reported that Cal/Neva recently emailed a memorandum to all CAAs describing how the committee was established and how members were selected. The committee will ask the Legislature for an extension to the January 2005 deadline.

California Performance Review (CPR)

Tim provided a brief overview of the CPR (Attachments 8, 9) and encouraged attendees to review the report and make comments to the CPR website at cprchhs@ca.gov.

Other Business

None.

Adjournment

The meeting was adjourned at 4:00 p.m.

Results Oriented Management Accountability (ROMA) Federal and Department of Community Services and Development (History)

1993 - Measurement and Accountability

- ▶ Congress passes the Government Performance and Results Act (GPRA) establishing strategic planning and performance measurement in the Federal government and federally funded programs.

1994 - Six National Goals

- ▶ In August of 1994, Donald Sykes, the Director of OCS, chartered the Community Services Community Services Block Grant (CSBG), Monitoring and Assessment Task Force (MATF). The MATF was comprised of Community Action Agencies (CAAs) Associations, State, and NASCSP Staff. The CSBG, MATF, supported by the Administration for Children and Families, Office of Community Services (OCS), U.S. Department of Health and Human Services (DHHS), produced a National Strategic Plan that identified six national goals for community action. The MATF created six broad goals and a list of direct measures for members of the Community Action Network to use when responding to GPRA. (Two goals speak of family level outcomes; two goals address community level outcomes; and two goals specify agency level outcomes.)

1. Low-Income people become more self-sufficient. (Family)
2. The conditions in which low-income people live are improved. (Community)
3. Low-income people own a stake in their community. (Community)
4. Partnerships among supporters and providers of services to low-income people are achieved. (Agency)
5. Agencies increase their capacity to achieve results. (Agency)
6. Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. (Family)

1994 - The California Community Services Block Grant Information Systems Committee (CSBG/IS) members began the process of conceptualizing and developing a locally driven, results-oriented, outcome based strategic planning, and reporting system.

1995 (January) - CSBG/IS task groups agreed on Outcome-Based Strategic Community Action Planning forms, outcome matrix design, and framework for reporting. The first public draft of CSBG Outcome-Based Strategic Planning forms were prepared.

1995 (February) - CSD's Director Mike Micciche corresponded with OCS Director Sykes to report that:

- ▶ California had developed a system of CSBG strategic planning, evaluation, reporting, and matrices specifically designed to measure program outcomes.
- ▶ CSD and the CAA provider network developed the system collaboratively.

1995 (March) - CSBG/IS members (including both CSD and CAA staff) launched a vigorous two-year long series of two-day training workshops.

1995 (July) - Training was provided for the CAAs that had agreed to modify their contract to Pre-Pilot the California Matrix Model system as of July 1, 1995 - six months into the current contract. On July 1, 1995, Pre-Pilot agencies commenced program operations using the then in effect, iteration of the California Matrix Model.

1997 - All CSBG service providers developed their Community Action Plans (CAP) on the new outcome system.

1998 - In response to GPRA, the office of Community Services amended the CSBG Act mandating the implementation of a comprehensive performance-based management system, "Results-Oriented Management and Accountability, or ROMA across the entire Community Services Network. Performance reporting from all partners in the Network began October 1, 2001.

1999 - CSD published the California Matrix Model (written by Michael S. Jones, Consultant) that detailed the history of CSD's and the CSBG networks transition from outputs to outcome reporting.

2000 - CSD distributed correspondence to network requesting volunteers to participate in the automation of the CSBG reporting processes working group. The first meeting was held in August 2000 and the CSBG Automation Team (CAT) was established to address issues related to data collection and reporting.

2001 - The Office of Community Services issued information Memorandum 49 – Program Challenges, Responsibilities and Strategies-FY 2001-2003. The six nation ROMA goals reflect a number of important concepts that transcend CSBG as a stand-alone program. The goals convey the unique strengths that the broader concept of community action brings to the Nation's anti-poverty efforts.

1. Focusing efforts on client/community/organizational change, not particular programs or services.
2. Understanding the interdependence of programs, clients and communities.
3. Recognizing that CSBG does not succeed as an individual program.

2002 - Due to limited resources at CSD, the CAT Team refocused efforts from automation to process improvements. The CAT streamlined the CSBG reporting processes by (1) creating and developing new reporting forms, (2) forms can be completed and submitted electronically, and (3) created consistency of data collected throughout the program year.

2002 - The Office of Management and Budget developed the Performance Assessment Rating Tool (PART). PART was developed to assess and improve program performance so that the Federal government can achieve better results. A PART review helps identify a program's strengths and weaknesses to inform funding and management decision aimed at making the program more effective.

The CSBG Program was reviewed and rated. The following is excerpted from the program summary:

“The assessment found that the overall purpose of CSBG is clear and that it addresses a specific problem. However, CSBG has not developed adequate national performance measures, making it difficult to demonstrate results. CSBG has successfully installed a universal system for tracking and reporting performance outcomes, but the system requires more meaningful national targets and greater grantee accountability. Current law does not require minimum performance standards for CAAs; as a result, CAAs are a largely static group unchallenged by pressures for continuous performance improvement.”

A PART assessment will be conducted on the CSBG Program in 2006.

2004 - Implementation of the 12 National Performance Indicators

2004 (April) - CSD received correspondence from DHHS indicating OCS had approved the final set of 12 National Indicators to report community action outcomes. Also, OCS would host a series of information and training meetings with the objective of convening each State CSBG Administrator, and their respective State CAA Association Director to further the process, and help ensure that the Network begins implementation of the National Indicators system in 2005.

2004 (May) - CSD received correspondence from DHHS issuing the *Guide to Organizing and Reporting National Indicators of Community Action Performance*. CSD was requested to help conduct a national survey of potential coverage of the national indicators between local CAA's, and their readiness to collect and report outcome information.

2004 (May) - CSD distributed the guide and survey to CSD's community action network. Agencies were requested to complete the survey and return to CSD by June 11, 2004. CSD forwarded the survey data to the Gove Group for aggregation.

2004 (August) - CSD and Cal Neva attended the OCS ROMA Clearinghouse meeting in San Francisco. CSD was assigned a consultant to discuss the State's readiness to begin reporting National indicator outcomes, and begin to identify the next steps that need to be taken in order to meet the FY 2005 deadline.

Program Assessment Rating Tool (PART)

Program: Community Services Block Grant
Agency: Department of Health and Human Services
Bureau: Administration for Children and Families
Type(s): Block/Formula Grant

Section Scores				Overall Rating
1	2	3	4	Results Not Demonstrated
80%	13%	89%	0%	

1.1 Is the program purpose clear?

Answer: YES

Question Weight: 20%

Explanation: The program's purpose is to reduce poverty, revitalize low-income communities and empower low-income families and individuals to be self-sufficient. To accomplish this purpose, CSBG provides flexible core or foundational funding to over 1000 community-based organizations (Community Action Agencies, or CAAs) in almost every county in the nation to promote innovative, community-generated and location-specific actions to reduce the incidence and severity of poverty.

Evidence: Community Opportunities, Accountability, and Training and Educational Services Act of 1998 (Coats Human Services Reauthorization Act of 1998)--title II, Subtitle B--Community Services Block Grant Program (42 U.S.C. 9901 et seq); Community Services Block Grant Program Fact Sheet; and History, Purpose and Perspective Information Sheet.

1.2 Does the program address a specific and existing problem, interest or need?

Answer: YES

Question Weight: 20%

Explanation: Poverty in America remains a persistent and complex problem, often rooted in market or societal conditions, especially unemployment, inadequate housing, and a lack of educational opportunity.

Evidence: U.S. Census Bureau, OMB Poverty Thresholds for 2002, CSBG Act (42 U.S.C. 9902--Poverty Line) and CSBG Act (42 U.S.C. 9910--tripartite Boards).

1.3 Is the program designed so that it is not redundant or duplicative of any other Federal, state, local or private effort?

Answer: YES

Question Weight: 20%

Explanation: The program is designed to empower communities to address local needs via the tripartite Board governance structure of CAAs. Consisting of three groups--public officials, members of the low-income community, and private community leaders--tripartite boards enable CAAs to allocate resources to complement and coordinate with other programs. No other program provides a stable dynamic platform for sustained community-based creativity and flexibility in addressing the multi-faceted problem of poverty.

Evidence: Draft CSBG Statistical Report FY 2001: Chart titled, "FY 2001 CSBG-Funded Local Agency Resources in 49 States, DC, and Puerto Rico (in millions of dollars)" and list of program funding sources. Also, CSBG Act (42 U.S.C. 9901--tripartite Boards)

1.4 Is the program design free of major flaws that would limit the program's effectiveness or efficiency?

Answer: NO

Question Weight: 20%

Explanation: Current law does not require minimum performance standards of CAAs as a condition of continued funding. In very rare circumstances, States have designated CAAs as deficient and terminated funding to the entity, but only infrequently. As a result, CAAs are a largely static group unchallenged by competitive pressures for continuous performance improvement.

Evidence: Economic Opportunity Act of 1964; 1981 CSBG Act; CSBG Act reauthorizations in 1984, 1986, 1990, 1994 and 1998.

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1.5 Is the program effectively targeted, so that resources will reach intended beneficiaries and/or otherwise address the program's purpose directly? **Answer: YES** **Question Weight: 20%**

Explanation: Resource targeting is accomplished by needs assessments. Case management intake processes ensure that intended beneficiaries are reached and unintended subsidies are avoided. All of the activities of CSBG-funded community agencies are focused on low-income individuals.

Evidence: Community Services Block Grant Program (42 U.S.C. 9902 - Definitions..Poverty Line) ; (42 U.S.C. 9908 - Application and Plan); CSBG Statistical Report; sample Intake Form; and sample Needs Assessment Instrument.

2.1 Does the program have a limited number of specific long-term performance measures that focus on outcomes and meaningfully reflect the purpose of the program? **Answer: NO** **Question Weight: 12%**

Explanation: A new measure is under development, and may be included in the FY 2005 GPRA Plan. While this measure represents an encouraging step toward a singular national performance indicator, there remain unresolved technical concerns with the measure. Most importantly, the developmental measure aggregates some national performance indicators which track absolute numbers and do not measure relative success.

Evidence: Information Memorandum 49, ROMA Guide: Family Agency Community Outcomes; proposed 2005 GPRA measures; and, National Performance Indicators (draft).

2.2 Does the program have ambitious targets and timeframes for its long-term measures? **Answer: NO** **Question Weight: 12%**

Explanation: Baseline data for newly developed long-term targets are being collected.

Evidence: Draft U.S. HHS FY 2005 OMB Request for Information and GPRA Performance Plan - Administration for Children and Families - Community Services Block Grant Section.

2.3 Does the program have a limited number of specific annual performance measures that can demonstrate progress toward achieving the program's long-term goals? **Answer: NO** **Question Weight: 12%**

Explanation: A new measure is under development, and may be included in the FY 2005 GPRA Plan. States and local agencies report outcomes for six long-term national goals that reflect the needs of particular service areas. While various outcomes for each goal are reported by States and local agencies annually, there is no set of national outcome measures for which all states and local agencies must report.

Evidence: Annual Report of Performance Outcomes from the CSBG Program and Proposed 2005 GPRA measures.

2.4 Does the program have baselines and ambitious targets for its annual measures? **Answer: NO** **Question Weight: 12%**

Explanation: While targets have been established for existing CSBG GPRA performance measures, actual performance exceeds even future targets by such an extent that they are not ambitious.

Evidence: U.S. HHS FY 2004 OMB Request for Information and GPRA Performance Plan-ACF - Community Services Block Grant Section and Proposed 2005 GPRA measures.

Program Assessment Rating Tool (PART)

Program: Community Services Block Grant
Agency: Department of Health and Human Services
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2.5 Do all partners (including grantees, sub-grantees, contractors, cost-sharing partners, and other government partners) commit to and work toward the annual and/or long-term goals of the program? Answer: NO Question Weight: 12%

Explanation: New long-term and annual measures are under development. While various outcomes for each goal are reported by States and local agencies annually, there is no set of national outcome measures for which all states and local agencies must report. However, CSBG performance measurement strategies (Results Oriented Management and Accountability, or ROMA) were initiated in 1994, and became mandatory on October 1, 2001. All States met that statutorily required deadline, and the first report of CSBG outcomes was released in early 2003. ROMA was developed collaboratively among Federal, State and local agencies over a nine year period.

Evidence: Annual Report of Performance Outcomes from the CSBG Program, Regional Meeting Summary: ROMA Implementation by 2003, Information Memorandum 49 (specifies the requirements for undertaking performance measurement and reporting) and proposed FY2004 specifications for CSBG reauthorization.

2.6 Are independent evaluations of sufficient scope and quality conducted on a regular basis or as needed to support program improvements and evaluate effectiveness and relevance to the problem, interest, or need? Answer: NO Question Weight: 12%

Explanation: There are currently no independent evaluations for CSBG. No funds are appropriated for this purpose. However, data is collected annually from States on both program inputs (resources, services) and outputs (impact on beneficiaries and communities). States may use this information to assess local agency effectiveness.

Evidence: Program Implementation Assessment Instrument; CSBG Act (42 U.S.C. 9913 - Training, Technical Assistance and Other Activities); and CSBG Act (42 U.S.C. 9914 - Monitoring of Eligible Entities).

2.7 Are Budget requests explicitly tied to accomplishment of the annual and long-term performance goals, and are the resource needs presented in a complete and transparent manner in the program's budget? Answer: NO Question Weight: 12%

Explanation: CSBG annual budget requests, as do those of most all ACF programs, include a budget linkage table that displays outputs and outcomes associated with the aggregate program budget authority. This table does not provide a presentation that makes clear the impact of funding, policy, or legislative decisions on expected performance nor does it explain why the requested performance/resource mix is appropriate.

Evidence: CSBG Act (42 U.S.C. 9917 - Accountability and Reporting Requirements).

2.8 Has the program taken meaningful steps to correct its strategic planning deficiencies? Answer: YES Question Weight: 12%

Explanation: The CSBG program has been engaged in a nine year initiative to use performance based management as a tool for strategic program planning, programming and accountability. New national measures are currently being developed for CAAs. OCS is undergoing a restructuring process to better address the needs of all OCS programs. Finally, the reauthorization proposal will strengthen outcome reporting.

Evidence: Information Memorandum 49; Regional Meeting Summary; ROMA Implementation by 2003; CSBG National Performance Indicators (draft); and OCS Restructuring Plan (to be published in the Federal Register).

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3.1 Does the agency regularly collect timely and credible performance information, including information from key program partners, and use it to manage the program and improve performance? Answer: YES Question Weight: 11%

Explanation: The CSBG program utilizes annual program output and performance information from States and local CSBG-funded community agencies to identify training and technical assistance needs. A number of States now use performance-based management and outcome information to guide State and local CSBG strategic planning, programming, evaluation and reporting.

Evidence: CSBG Statistical Report; Annual Report of Performance Outcomes from the CSBG Program and OCS Restructuring Plan

3.2 Are Federal managers and program partners (including grantees, sub-grantees, contractors, cost-sharing partners, and other government partners) held accountable for cost, schedule and performance results? Answer: YES Question Weight: 11%

Explanation: The Director of OCS and other ACF managers are held accountable for their performance through their Employee Performance contract for cost, schedule, and performance results, as required by GPRA. CAA Executive Directors are held accountable by tripartite Boards for cost, schedule, and achieving program outcomes through annual performance appraisals.

Evidence: CSBG Act (42 U.S.C. 9913 - T/A); CSBG Act (42 U.S.C. 9914 - Monitoring); CSBG Act (U.S.C. 9915 - Corrective Action); OCS Director's performance plan; Mid-Iowa Comm. Action's (MICA) Performance Accountability Plan; MICA's Qtrly. Personal Development Plan; State/local Audits; and CAA Executive Handbook pgs. 96-98.

3.3 Are funds (Federal and partners') obligated in a timely manner and spent for the intended purpose? Answer: YES Question Weight: 11%

Explanation: CSBG funds are allocated to States by formula. States must "pass through" at least 90% of their allocation to eligible local entities based on distribution formulae based on census or other demographic data concerning poverty. With few exceptions, funds are allocated to local eligible entities as soon as they are made available, and in accordance with a State-approved program plan.

Evidence: Financial Status Reports (SF 269A); Grant Award Letters; disbursement summaries; FY 2001 Statistical Report Highlights; Payment Center "draw down" data from 1993 to 2002; Subgrantee (Sandhills CAP) contract with the State of NC and State monitoring review form; Subgrantee Project Review Report; A-133 Compliance Supplement for CSBG (CFDA 93.569); & State/local Audits.

3.4 Does the program have procedures (e.g. competitive sourcing/cost comparisons, IT improvements, appropriate incentives) to measure and achieve efficiencies and cost effectiveness in program execution? Answer: NO Question Weight: 11%

Explanation: While the program does have procedures in place to achieve efficiencies and cost effectiveness, there are no procedures in place by which to measure such efficiencies at the program level. For example, competitive sourcing and IT improvements are used to improve efficiency and cost effectiveness in program execution. OCS plans to include a CSBG financial resource leveraging efficiency measure to the FY 2005 GPRA Plan.

Evidence: FY 2004 OMB Request for Info. & GPRA Perf. Plan-ACF - CSBG Section; CT's IT sharing plan; CSBG Act (42 U.S.C. 9901-Sec 672(2)(E)); "MMDB" Team and report at: www.romal.org/documents/mmdb/decision-makers-guide.pdf; History, Purpose & Perspective Info. Sheet; ACF Competitive Sourcing Plan; and OCS MIS Plan.

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3.5 Does the program collaborate and coordinate effectively with related programs?

Answer: YES

Question Weight: 11%

Explanation: CSBG work is unique by virtue of its extensive Federal, State and local coordination and collaboration in response to multiple needs of low-income households. For example, some 37% of Head Start classes and more than 40% of LIHEAP programs are managed by CAAs. These and other coordinated efforts secure and maintain employment, education, income management, housing, emergency services, nutrition, health and other services that respond to the needs of low-income individuals and families. Without such partnerships, community action would not be able to achieve and sustain favorable family, community and agency outcomes.

Evidence:

Child Support Memorandum of Understanding (MOU); Head Start (2 MOU's); IRS (2 MOU's); HUD Lead Hazard Control (MOU); DOL Workforce Investment Act Partnership; CSBG Act (42 U.S.C. 9908 - Application and Plan -Assurances 5&6); and, FY 2000 CSBG Statistical Report pages 49 through 68.

3.6 Does the program use strong financial management practices?

Answer: YES

Question Weight: 11%

Explanation: ACF has received a clean audit opinion from FY 1999 to 2002 (the last stand alone audit conducted), identifying no material internal control weaknesses. However, State agencies have primary responsibility for insuring the integrity and strength of financial management of funds by local CSBG grantees. States practices include: conducting periodic on-site review of financial management practices and recordkeeping/reporting practices of local agencies as part of routine program monitoring; receipt and review of interim and final expenditure reports submitted by local agencies; and periodic independent financial audits of local agencies; for not only the CSBG program but also for other programs administered by local CAAs. Finally, because local agencies have unique vulnerabilities, HHS has utilized its discretionary grant authority to provide special assistance to States and local agencies focused on continuous monitoring and improvement of financial management.

Evidence:

CSBG T/TA Program Announcements; Program Implementation Assessments (PIA); CSBG Act: (42 U.S.C. 9913 - T/TA); (42 U.S.C. 9914 - Monitoring); (42 U.S.C. 9915 - Corrective Action); (42 U.S.C. 9916 - Fiscal Controls); CAA Executive Handbook; State/Local Audits; ACF audits; Federal Financial Management Improvement Act; and, ACF Audit Workgroup Questionnaire.

3.7 Has the program taken meaningful steps to address its management deficiencies?

Answer: YES

Question Weight: 11%

Explanation: Federal, State and local CSBG authorities utilize a variety of mechanisms to identify and correct management deficiencies, including: annual on-site monitoring of local programs that focuses on program and management requirements of the law; national leadership training and inservice programs for local managers; intensive on-site remediation of significant deficiencies within at-risk agencies; and the ongoing effort to establish linkages between management protocols and program performance measurement and reporting.

Evidence:

CSBG T/TA Program Announcements; Program Implementation Assessments; CSBG Act: (42 U.S.C. 9913 - T/TA); (42 U.S.C. 9914 - Monitoring); (42 U.S.C. 9915 - Corrective Action); (42 U.S.C. 9916 - Fiscal Controls) and CSBG Report to Congress.

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3.BF1 Does the program have oversight practices that provide sufficient knowledge of grantee activities? **Answer:** YES **Question Weight:** 11%

Explanation: Oversight is achieved through a variety of Federal and State mechanisms, including application review, annual on-site monitoring, fiscal reports and audits, performance measurement and reporting, and technical assistance.

Evidence: Program Assessments (PIA); CSBG Act: (42 U.S.C. 9908 - State Plan, 9913 - TTA, 9914 - Monitoring, 9915 - Corrective Action, 9916 - Fiscal Controls); ACF Audit Questionnaire; subgrantee Project Review Report; State Internal Review Form; State Grantee Review & Assmt. Report; and, State/local audits.

3.BF2 Does the program collect grantee performance data on an annual basis and make it available to the public in a transparent and meaningful manner? **Answer:** YES **Question Weight:** 11%

Explanation: As required by the CSBG Reauthorization Act of 1998, all States submitted ROMA-generated performance data for Fiscal Year 2001. A report of this data has been published and has been made available to the public both in print and electronically.

Evidence: Annual Report of Performance Outcomes from the CSBG Program and CSBG Statistical Report.

4.1 Has the program demonstrated adequate progress in achieving its long-term performance goals? **Answer:** NO **Question Weight:** 25%

Explanation: As noted in 2.1, these measures are under development, and as such, there is not yet any progress toward the goals. CSBG has successfully installed a universal system for tracking and reporting performance outcomes at the individual, local agency, State, and Federal levels. The program is changing its GPRA measures to be more outcome oriented and the Administration's proposed reauthorization language calls for more accountability at the grantee level.

Evidence: Information Memorandum 49; Annual Report of Performance Outcomes from the CSBG Program; U.S. HHS FY 2004 OMB Request for Information and GPRA Performance Plan -ACF - CSBG Section; proposed FY 2004 Specifications for CSBG reauthorization; and, proposed FY 2005 GPRA measures.

4.2 Does the program (including program partners) achieve its annual performance goals? **Answer:** NO **Question Weight:** 25%

Explanation: As noted in 2.3, these measures are under development, and as such, there is not yet any progress toward the goals.
Evidence: Draft HHS FY 2005 OMB Request for Information & GPRA Performance Plan - ACF - CSBG Sec.; ROMA Guide; Family Agency Comm. Outcomes; and, FY 2004 Performance Plan/FY 2002 Performance Report (GPRA).

4.3 Does the program demonstrate improved efficiencies or cost effectiveness in achieving program goals each year? **Answer:** NO **Question Weight:** 25%

Explanation: As noted in 3.4, while the program does have procedures in place to achieve efficiencies and cost effectiveness, there are no measures in place by which to capture such efficiency gains.

Evidence: Draft U.S. HHS FY 2005 OMB Request for Information and GPRA Performance Plan - Administration for Children and Families - CSBG Section.

Program Assessment Rating Tool (PART)

Program: Community Services Block Grant
Agency: Department of Health and Human Services
Bureau: Administration for Children and Families
Type(s): Block/Formula Grant

Section Scores				Overall Rating
1	2	3	4	Results Not Demonstrated
80%	13%	89%	0%	

4.4 Does the performance of this program compare favorably to other programs, including government, private, etc., with similar purpose and goals? **Answer:** NA **Question Weight:** 0%

Explanation: CSBG is the only program that has the statutory mission and flexibility to accomplish multiple tasks through varied strategies and partnerships. No other program corresponds to CSBG in terms of its broad anti-poverty mission and goals. CSBG effectiveness is measured not only by the services directly provided, but more importantly, by revitalizing low-income communities.

Evidence:

4.5 Do independent evaluations of sufficient scope and quality indicate that the program is effective and achieving results? **Answer:** NO **Question Weight:** 25%

Explanation: There are currently no independent evaluations for CSBG. No funds are appropriated for this purpose. However, an HHS grant supports an annual assessment and reporting of CSBG performance outcomes.

Evidence: Annual Report of Performance Outcomes from the CSBG Program.

Agency: Department of Health and Human Services
Bureau: Administration for Children and Families

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Program Summary:

Purpose				80
Planning		13		
Management				89

The Community Services Block Grant (CSBG) provides funds to states for social services to reduce poverty and increase self-sufficiency; these services address employment, education, housing, emergencies, and health needs. States distribute CSBG funds to 1,100 local agencies, most of which are Community Action Agencies (CAAs).

Results / Accountability	0				
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The assessment found that the overall purpose of CSBG is clear and that it addresses a specific problem. However, CSBG has not developed adequate national performance measures, making it difficult to demonstrate results. CSBG has successfully installed a universal system for tracking and reporting performance outcomes, but the system requires more meaningful national targets and greater grantee accountability. Current law does not require minimum performance standards for CAAs; as a result, CAAs are a largely static group unchallenged by pressures for continuous performance improvement.

The Administration reiterates its support of legislation requiring a national set of performance measures to ensure that all CAAs and other agencies administering CSBG are accountable for the services supported by the program. CAAs that fail to meet outcome goals would be subject to competition with faith-based and community groups under the proposed revised authority.

[illegible]

<i>Program Funding Level (in millions of dollars)</i>		
<u>2003 Actual</u>	<u>2004 Estimate</u>	<u>2005 Estimate</u>
646	642	495

**Guide
To
Organizing and Reporting
National Indicators of
Community Action
Performance**

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Guide To Organizing and Reporting National Indicators of Community Action Performance

Purpose

This guide is intended to help state and local community action agencies better organize and report ROMA outcomes that constitute 12 national “indicators” of community action performance.

The 12 national performance indicators described in this guide were created collaboratively within the Community Services Network to enable approximately 1,000 diverse community action agencies in 52 states and territories to present a more uniform and coherent national picture of their work and accomplishments.

Reporting of national performance indicators is an important component of the broader community action initiative to use results-focused management principles to revitalize and strengthen the entire Community Services Network.

Coverage

Before using this guide, state and local community action agencies should keep in mind:

- The 12 indicators are about community action, not just the Community Services Block Grant. Outcomes should be counted and reported from all relevant community action programs and activities.
- Agencies should report outcomes only for those national performance indicators for which they have supporting programs or activities.
- The 12 national performance indicators reflect only a portion of the work and accomplishments of community action. This is not our complete story, but a selective sampling of what we do.
- Agencies should continue to report annually on their full range of ROMA outcomes in addition to reporting on the 12 national indicators.

Organization and Use

The guide provides for a two-step process for organizing and reporting national indicators of community action performance:

- *Step 1: Completing the “Preliminary Agency Checklist” to match community action agency activities to one or more of the 12 National Performance Indicators; and*
- *Step 2: Organizing and reporting “outcomes” from those activities under the appropriate national indicator.*

It is recommended that state and local agency officials responsible for compiling and reporting national performance indicator information read through this entire guide before beginning their work.

Completion of Step 1, the “Preliminary Agency Checklist,” will enable agencies to identify quickly which of the 12 national performance indicators correspond to their current programs and activities, and for which they should report outcome information.

Once relevant indicators are identified using the Checklist, an agency may proceed to use the guide to help them determine what and how to report information. For each of the 12 National Performance Indicators, the guide describes:

- Which agencies should report outcomes;
- Which programs or activities produce outcomes to be reported, including the most common funding sources; and
- What to report.

In almost all cases, the guide provides specific *examples* of how to measure and report information for each of the 12 national performance indicators and their subcategories. The forms for reporting these measures will be distributed in the near future. The examples of agency activities described in this guide are not intended to capture all of the ways community action agencies function. Agencies are encouraged to fit their specific initiatives into the general categories of activities that could produce outcomes for each of the indicators.

Step 1: Preliminary Agency Checklist – Matching Activities to Performance Indicators

As indicated, community action agencies and eligible entities are asked to submit ROMA outcome information only for those national performance indicators for which they have supporting programs and activities (CSBG *and* all other funding sources).

In order to help agencies identify national performance indicators relevant to their programs and activities, the following **Preliminary Agency Checklist** cross-references various community action services, activities and funding sources to the 12 national performance indicators.

PRELIMINARY AGENCY CHECKLIST

Community Action Program or Activity	National Performance Indicator	Current ROMA Direct Measure (May be found at www.ROMA1.org)
Adult Basic Education	1.2	1l
Advocacy	2.1, 2.2	2g, 3e
After school Programs	1.2, 2.1, 6.3	6f
Agency Capacity	5.1, 4.1	5a
Aging Programs	6.1	6a
Asset Formation	1.3, 3.2	1n
Board Membership	3.2	3a
Childcare	1.2, 2.1	1n
Child Development – Health	6.3	6i
Child Development -- Nutrition	6.3	6i
Child Development -- School Readiness	6.3	6i
Child Support	1.3	1h
Childcare Tax Credit	1.3	1g
Civic Involvement	3.2	3a
Community Enhancement -- Businesses	3.2	3c, 3d
Community Enhancement -- Community Facilities	2.2	2d
Community Enhancement -- Housing	2.1	2e
Community Enhancement -- Jobs	2.1	2a
Community Enhancement – Safety and Health	2.2	2g
Community Enhancement – Schools	2.2	2d
Community Enhancement -- Transportation	2.1	2f
Community Investments	3.2	2b
Community Organizing	3.2	3g
Daycare	1.2, 2.1	1n
Disability (Independent Living)	6.1	6b
Disaster Relief	6.2	6c
Earned Income Tax Credit (EITC)	1.3	1g
Domestic Violence Prevention/Intervention	6.2	6i
Economic Development	2.1	2g, 3c, 3d
Emergency Medical Care	6.2	6c
Emergency Services	6.2	6c
Employment	1.1	1a, 1d, 1f
Faith Based Organizations	4.1	4a, 4b, 4c, 4d
Family Development	1.1, 1.2, 1.3, 6.3	6i, 6j
Family Functioning	6.3	6j
Food and Nutrition	1.2, 6.1, 6.2, 6.3	6i
GED	1.2	1l
Head Start	1.1, 1.2, 3.1, 3.2, 6.3	1a, 1l, 1m
Health Care	1.2, 2.1, 6.2, 6.3	1n, 2f, 6c, 6i
Higher Education	1.2, 2.1	1m
Home Budget Management	1.3	6j
Home Ownership	1.2, 3.2	1j, 3a
Homeless Programs	6.2	6d
Housing	1.2, 2.1, 3.2	1i, 1j, 1k

Housing Rehabilitation	2.1	2h
Individual Development Accounts (IDAs)	1.3, 3.2	1n
Income Increase -- Employment	1.1	1f
Income Increase -- Non-Employment	1.3	1g, 1h
Job Placement	1.1	1a
Job Skills Training	1.2	1m
Legal Assistance	6.2	6c, 6i
Leveraging Resources	5.1	5a
Life Skills Training	1.3, 6.3	6j
LIHEAP	6.2	6g
Mental Health	1.2, 2.1, 6.2	1n, 1f, 5o, 6c
Parent Involvement	3.1, 3.2	3e, 3f
Parenting Skills	6.3	6i
Partnerships	4.1	4a, 4b, 4c, 4d
Post-Secondary Education	1.2, 2.1	1m
Public Safety	2.2	2g
Recreational Resources/Facilities	2.2	2g
Section 8 Housing	1.2, 2.1	1i, 1j, 1k, 2g
Self-Employment	1.1, 2.1, 3.1 3.2	3c
Self-Sufficiency	1.1, 1.2, 1.3	5f
Shelter	6.2	6d
Substance Abuse	1.2, 2.1, 6.2	1n, 1f, 5o, 6c
Surplus Food	6.2	6c
TANF	1.1, 1.2, 2.1	1a, 1n
Transitional Housing	1.2, 2.1	1i
Transportation	1.2, 2.1	1n
Vendor Payments	6.2	6c
Volunteers	3.1, 3.2	3g
Women, Infants and Children (WIC)	6.3	6i
Weatherization	1.2, 1.3, 2.1	6g
Workforce Investment Act (WIA)	1.1, 1.2	1a, 1n
Youth Programs	1.2, 2.1, 2.2, 6.3	6f

Each local agency is encouraged to use this Preliminary Agency Checklist as a tool to sort through the 12 national performance measures and identify those that apply to programs and activities, and those that do not.

In addition, the Checklist can serve as a planning guide for transferring current ROMA outcome data to the national performance indicator section of the annual ROMA report. The Checklist shows the location of current ROMA outcome measures within the 12 new national performance indicators.

Step 2: Reporting Outcomes for National Performance Indicators

Once an agency has identified national performance indicators relevant to its programs, activities, and sources of funds, the agency may use the following guidance to report performance indicator information.

Agencies Currently Using Direct ROMA Measures

State and local agencies that currently use individual measures to report community action outcomes will, in most cases, find corresponding places among the twelve national indicators to report these outcomes. As noted, the Preliminary Agency Checklist cross-references outcomes included in the twelve national indicators and the current ROMA direct measures.

For some activities, outcomes may be reported under more than one indicator, depending upon the *context, or purpose*, of the activity. For example, food distributed to a working-poor family may support their continued stability and employment and be counted as an outcome under national performance indicator 1.2. Food distributed to meet the emergency needs of an unemployed family that has exhausted its monthly food stamp allotment may be counted and reported under national performance indicator 6.2.

Agencies Currently Using Scales to Report Outcomes

State and local agencies that use scales to measure and report incremental progress toward participant or community outcomes are asked to report the description(s) of improved conditions that are reflected in upward movement on scales. For example, an agency that uses a scale to register employment status gains among participants may record movement from “in crisis” to “stability.” The definition of “in crisis” on the agency’s scale may include a variety of conditions, including lack of adequate education or training, chronically or episodically unemployed. The definition of “stability” might include such conditions as gained needed education or training, achieved stable and full-time employment with benefits. In this example, the agency would count and report the number of participants achieving one or more of the conditions that comprise the “stable” ladder of the agency’s employment scale.

Agencies Seeking to Report Significant Outcomes Not Described in the National Indicators

As indicated, agencies are encouraged to continue to submit ROMA reports containing outcomes for all their major programs and activities. In addition, State and local agencies may submit ***narrative reports*** describing activities and outcomes that support one or more of the national indicators in ways that may not be covered by the exact wording of the indicators. Among the kinds of outcomes that are most likely to be described in narratives are those that relate to special regional needs or conditions, or those that reflect innovative combinations of services, community interventions, or agency development activities that are not easily categorized or counted by more traditional outcome measures.

Performance Targeting

Over the past few years, both the Administration and the Congress have begun to seek ways to measure the effectiveness of various Federal programs, including the Community

Services Block Grant. Specifically, the Office of Community Services is being asked by the Executive Office of the President, Office of Management and Budget, to establish performance targets for community action in addition to outcome measures, and report both the number and nature of our successes. Performance targets differ from outcomes in that they seek to determine not only what is accomplished through program funding, but also the relative quality, or adequacy, of such outcomes. For example, while a program intended to help participants gain employment may measure and report as an outcome the number of participants that actually get jobs within a particular funding period, the number employed does not speak to performance or effectiveness of the program. Performance targets, or anticipated levels of outcomes to be achieved that are set prior to program operation, often provide a standard to measure effectiveness.

In an attempt to assist states and agencies in creating their own standards for community action services and interventions we will begin collecting baseline data. This data will allow us to respond to the evolving emphasis on determining not only the outcomes, but also the effectiveness, of Federally funded programs. Expansion of the current ROMA focus on outcomes to include locally determined performance targets that will eventually be applied to all of the national indicators.

As an initial step in that process, four of the 12 national performance indicators ask for agencies to report both the “number” of outcomes achieved and the “percentage” that number represents of the level of performance *expected* or *anticipated* by the agency:

- National Performance Indicator 1.1 – Employment
- National Performance Indicator 1.3 – Economic Asset Enhancement and Utilization
- National Performance Indicator 6.2 – Emergency Services
- National Performance Indicator 6.3 – Child and Family Development

These four indicators were selected for this initial focus on performance targeting because many agencies now provide information in their current ROMA reports concerning the number of individuals or households that achieve program outcomes relative to the number of participants *expected* to achieve success.

This guide describes how performance targets might be set and measured for the four national performance indicators and provides concrete examples of how to calculate the percentage of outcomes achieved in relation to *expected* or *anticipated* levels of success.

Goal 1: Low-Income People Become More Self-Sufficient

National Performance Indicator 1.1 – Employment

The number and percentage of low-income participants in community action employment initiatives who get a job or become self-employed as measured by one or more of the following:

- A. Unemployed and obtained a job.*
- B. Employed and obtained an increase in employment income.*
- C. Achieved “living wage” employment and benefits.*

Which Agencies?

Community action agencies that help participants get initial jobs, reenter the workforce, retain employment, or improve employment status (income, benefits, career opportunities) should report outcomes under National Performance Indicator 1.1.

Which Programs or Activities?

An agency should count and report outcomes for **all** its federal, state, local or privately funded programs or activities that focus on employment or self-sufficiency as a primary or complementary outcome, including those that promote:

- Initial job placement and retention among the chronically unemployed;
- Reentry into the workforce by those with a history of employment;
- Improved employment and income;
- Opportunities for self-employment;
- Achievement of “living wage” jobs; and
- Retention of “living wage” jobs.

Among the sources of support most common for such activities among community action agencies, and for which performance indicator outcomes should be reported are:

- Community Services Block Grant (CSBG)
- Temporary Assistance to Needy Families (TANF)
- Welfare to Work
- Work First
- Workforce Investment Act (WIA)
- Head Start
- Community Development Block Grant
- State, Local or Privately Funded Employment or Self-Sufficiency Initiatives

What to Report?

Number and Percentage of Participants Achieving Outcomes

The current national format for submitting ROMA outcome information asks for a number of counts, including: 1) The number of participants expected to achieve an outcome; and 2) The number that actually achieve that outcome. The new performance indicator report asks agencies to use these two counts to calculate and report the percentage of program participants achieving the outcome -- in this case, employment.

For the three subcategories of this employment indicator (getting a job, increasing income, or achieving a living wage job), two counts are requested:

1. The number of participants who achieve the outcome within the reporting period; and
2. The percentage this number represents of all those individuals who were part of the agency's employment effort *who were expected to achieve the outcome within the reporting period*. In many cases, the number "expected" to achieve the outcome can be found in grants or contracts for funding of the particular employment programs or activities.

Example: An agency receives a TANF grant from the state to provide job training and placement services to 200 TANF recipients during the reporting period. In addition, the agency uses CSBG funds to train and place non-TANF program participants. The following outcomes are anticipated:

- **150** TANF recipients will be placed in jobs during the reporting period.
- **48** TANF recipients will be continuing in the program and **2** will dropout
- **50** non-TANF individuals will gain employment as a result of CSBG-funded employment activities.

Therefore the total expected to achieve the outcome is **248**.

Between the two programs (TANF and CSBG), the agency *expected* to place **200** individuals in jobs. At the end of the period, a total of **180** participants in employment programs achieved initial job placement:

- **40** CSBG participants were placed in jobs
 - **140** TANF participants were placed in jobs
 - **40** other individuals were continuing in the TANF program
- Therefore, **220**, 89%, of those the agency *expected* to achieve employment were successful (see chart below for further detail).

	<i>ALL</i>	<i>EXPECTED TO BE PLACED:</i>	<i>ACTUAL</i>	<i>CONTINUING TO PROGRESS: EXPECTED</i>	<i>ACTUAL</i>	<i>DROPOUT EXPECTED</i>	<i>ON TARGET AT YR END</i>
TANF	200	150	140	48	40	2	180
CSBG	50	50	40	0	0	0	40
TOTAL	250	200	180	48	40	2	220
REPORT	220/250 =	89%					

The agency would report: “Of the 250 participants in agency employment programs, 220, or 89% achieved the outcome.”

A. Unemployed and Obtained a Job

Among the most common community action situations that could generate outcomes to be reported in this category are:

- Unemployed individuals engaged in community action programs that specifically focus on employment training or placement, such as those funded by CSBG, TANF, WIA or other sources, that obtain an initial job;
- Unemployed individuals engaged in a case-managed initiative focusing on self-sufficiency that achieve employment as part of their overall progress toward self-sufficiency;
- Unemployed parents of Head Start or other child development programs that obtain initial employment in the context of parent and family development;
- Unemployed individuals that obtain initial employment within the community action agency;
- Unemployed individuals with a history of employment that seek assistance from community action to reenter the workforce and are successful;
- Unemployed individuals that start their own business, or become self-employed, as a result of community action assistance;
- Unemployed individuals served by community action that achieve initial employment as a result of strategic partnerships with other agencies or organizations.

This measure should NOT be reported for each variation of employment related services provided in the year even though many community action agencies may have several programs or initiatives that help participants get, keep, or improve jobs. Rather, these work-related initiatives should be seen as a single activity. Agencies are asked to aggregate employment outcomes (numbers of participants and percentages achieving the outcome) for all similar programs and report totals for the agency’s participants as a group.

Example: A community action agency has a formal working arrangement, such as a subcontract, with a vocational training and job placement facility to teach basic computer skills to and place 150 community action

participants annually in entry-level jobs. Of the 150 participants referred to the vocational training facility, 75 ultimately achieved initial employment as a result of that referral.

In addition, the agency contracts with a commercial driving school to help participants receive trucking licenses. 12 people participated; 9 are now employed as long-haul truckers, and 3 dropped out. They may be counted and reported as follows:

$$\frac{84 \text{ (number of referrals achieving employment)}}{162 \text{ (number of expected employments thru referral)}} = 52\%$$

The agency would report: “Of 162 unemployed community action participants expected to achieve employment, 84, or 52% achieved the outcome.”

B. Employed and Obtained an Increase in Employment Income

This performance indicator subcategory is intended to capture community action efforts to help the “working poor” move toward greater self-sufficiency. Agencies are asked to report both the number of individuals achieving a verified increase in employment income and the percentage that number represents of all participants expected to achieve income increases during the reporting period because of community action efforts.

Among the situations that may generate outcome information in support of this subcategory are:

- Employed individuals whose income increases as a result of better wages, hours, or benefits because of community action:
 1. Continuing or vocational education;
 2. Employment within the agency;
 3. Job referral or employment placement assistance; and/or
 4. Employment counseling.
- Individuals who achieve higher income as a result of new or improved self-employment opportunities facilitated by community action.
 1. Micro business
 2. Day Care Providers achieve licensure

Again, community action agencies should report the total number of individuals experiencing improved employment income as a result of both direct service (funded by a variety of sources, including CSBG, Head Start, WIA, TANF, Welfare to Work, State/local/private programs), and as a result of partnerships with other agencies or organizations in the community.

C. Achieved “Living Wage” Employment and Benefits

This subcategory is intended to reflect the accomplishments of community action programs and activities, through all relevant funding sources, in helping low-income individuals move from dependency to relative economic independence, or self-sufficiency.

There is no definitive national “living wage.” The amount of income and benefits needed to support the routine costs of individual or family life varies from community to community, state to state. As a result, each local agency must define what constitutes a “living wage” and appropriate benefits in their service area, count and report the number of low-income program participants that are helped to reach or exceed those thresholds.

The Ford Foundation has funded a national non-profit organization, “Wider Opportunities for Women,” to develop “living wage” calculations for 35 states. Wider Opportunities for Women (WOW) calls these calculations “self-sufficiency standards.” Community action officials interested in learning more about this initiative may contact Wider Opportunities for Women by telephone at (202) 464-1596, or by mail at 1001 Connecticut Avenue, N.W. #930, Washington, D.C. 20036. In addition to the WOW “self-sufficiency standards,” there are also a variety of ways to measure or define a “living wage.” Individual CAAs and states are encouraged to review the various nationally recognized strategies. The ROMA website, www.roma1.org, will offer links to resources to help calculate a living wage in your state or community.

Goal 1: Low-Income People Become More Self-Sufficient

National Performance Indicator 1.2 – Employment Supports

The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from community action as measured by one or more of the following:

- A. Obtained pre-employment skills/competencies required for employment and received training program certificate or diploma.***
- B. Completed ABE/GED and received certificate or diploma.***
- C. Completed post-secondary education program and obtained certificate or diploma.***
- D. Enrolled children in “before” or “after” school programs, in order to acquire or maintain employment.***
- E. Obtained care for child or other dependant in order to acquire or maintain employment.***
- F. Obtained access to reliable transportation and/or driver’s license in order to acquire or maintain employment.***
- G. Obtained health care services for themselves or a family member in support of employment stability.***
- H. Obtained safe and affordable housing in support of employment stability.***

I. Obtained food assistance in support of employment stability

Which Agencies?

Local community action agencies that provide services to unemployed or underemployed (“working poor”) participants in order to improve their employment and income status should report the results of these activities under the various subsections of National Performance Indicator 1.2.

Which Programs or Activities?

Any agency should report outcomes ONLY for any participants enrolled in a program with the goal of acquiring or maintaining and improving employment. Each item D-I above is a support that is intended specifically to make work possible. Many other participants in food, housing, and transportation services will not be counted under this measure; their outcomes are appropriately measured under other goals, while this measure is about coordinated support for verifiable job and self-sufficiency outcomes. Specifically, the *outcomes* of such activities may be counted if they are viewed by the agency and program participants as:

- Helping “stabilize” families for whom the community action agency is providing work supports as they prepare for or retain employment; such as housing near the job site, transportation routes, medical assistance, or assistance for conditions that could interfere with work including; children’s health needs or resolution of domestic violence threats;
- Increasing the employability of participants, such as the achievement of educational degrees, diplomas or certifications;
- Supporting the logistical needs of working participants, such as the acquisition of safe and affordable transportation, childcare or other dependent care services.

Outcomes to be reported under this performance indicator may be achieved as part of “free standing” activities within an agency or in the context of a case managed, service coordinated initiative designed to promote self-sufficiency or family development.

Programs and funding sources that support community action outcomes to be reported under this performance indicator include, but are not limited to:

- Community Services Block Grant (CSBG)
- Social Services Block Grant (SSBG)
- Community Development Block Grant (CDBG)
- Head Start
- Childcare and Development Block Grant
- Medicaid

- Temporary Assistance to Needy Families (TANF)
- Section 8 Housing
- Section 202 Rental Housing Subsidy
- Workforce Investment Act
- Childhood Immunization
- Community Health Centers
- Health Services Block Grant
- Substance Abuse and Mental Health Services Block Grants
- Healthy Start/CHIP
- Adult Basic Education
- State and local, public or private initiatives focused on employment barriers

What to Report?

The best way to report this would be using number and percent. To do so, use the format adopted for measure 1.1. Although this is not required at this time, in the future we will be moving toward collecting information in this format for all measures. Agencies should report outcomes resulting from: 1) programs and activities that they administer, and/or 2) successful referrals of participants to “partnering” service providers in the community. A “successful” referral is one where it has been verified that the individual received the referral and got a response or service as appropriate. In other words, a participant who is referred to a Head Start program outside the agency would be reported as long as the outcome of that referral is verified. Participants in employment programs outside the agency who are referred for work supports the CAA offers would also be reported here. The following are examples of outcomes to be reported for each of the sub-categories of National Performance Indicator 1.2:

A. Obtained pre-employment skills/competencies required for employment and received training program certificate or diploma.

Examples:

- WIA-funded community action agency program in which participants complete course work and receive certification for a specific type of job, such as computer systems design, emergency medical assistance, public safety, childcare, cosmetology, physical fitness;
- A community action agency partnership with a local trade organization in which participant complete formal work apprenticeships and receive certification or licensure in that trade;

B. Completed ABE/GED and received certificate or diploma.

Examples:

- Through community action agency partnership with the local schools, participants in a case managed self-sufficiency program supported by several federal, state, and local programs, earn a GED as part of their preparation for entering initial employment;
- Community action agency participants complete adult basic education courses in English language proficiency financed by CSBG or Refugee Resettlement Program funds to improve employment opportunities and income.

C. Completed post-secondary education program and obtained certificate or diploma.

Examples:

- Parents of children in a Head Start program earn post-secondary degrees as a result of community action support and thereby meet both ROMA targets and Head Start economic empowerment goals.
- Participants in community action agency coordinated service self-sufficiency programs earn post-secondary education degrees as a result of financial planning, student loan and Federal grant assistance from the agency and TANF-supported childcare or transportation subsidies.

D. Enrolled children in “before” or “after” school programs, in order to acquire or maintain employment.

Examples:

- School aged children of TANF-funded programs participate in early morning or late afternoon educational enrichment, developmental, or recreational activities of the local school district as a result of formal partnerships between the community action agency and the school system;
- Using a combination of WIA, TANF, CSBG and state economic development funds, children of employment program participants are placed in late night or early morning childcare programs to accommodate off-hours shift work or training.

E. Obtained care for child or other dependant in order to acquire or maintain employment.

Examples:

- Working participants in employment programs enroll eligible children in Head Start and/or child care;
- Working participants with children that become ill and cannot attend childcare or school and that receive childcare or Head Start from agency program designed to serve that purpose;
- Working participants in employment programs achieve appropriate placement for mentally or physically disabled children as a result of community action referral and/or partnership with other service providers;
- Working participants in employment programs achieve appropriate in-home or congregate care for a dependent aging parent provided by the agency, or as a result of referral or partnership with another service provider.

F. Obtained access to reliable transportation and/or driver's license in order to acquire or maintain employment.

Examples:

- Participants in community action TANF-funded welfare to work programs receive public transportation tokens or subsidies;
- Participants in community action programs receive assistance to purchase and maintain an automobile;
- Participants in community action programs receive free or reduced-cost employer-sponsored van or bus transportation as a result of community action and employer partnership.

G. Obtained health care services for themselves or a family member in order to acquire or maintain employment.

Examples:

- Working-poor community action agency participants with no public or private health insurance that receive medical attention for themselves and their family through an agency-maintained health clinic or facility;

- Community action agency participants who are helped to qualify for, and access Federal, state or local health care insurance coverage for themselves and their family members;
- Community action agency participants who receive timely and affordable mental health or substance abuse treatment as a result of agency agreements/partnerships with appropriate facilities or individual providers.

H. Obtained safe and affordable housing in order to acquire or maintain employment.

Examples:

- Community action agency participants whose housing situation becomes safer, more stabilized, and better able to be documented for employment purposes as a result of agency assistance;
- Community action agency participants whose housing location improves in relation to employment and/or employment opportunities as a result of agency assistance.

I. Obtained food assistance in order to acquire or maintain employment.

Examples:

- Working poor individuals and families receive food distributed by the agency to supplement their nutritional needs promote greater employment stability and continued family functioning.
- A working family loses food stamp benefits when their income exceeds the food stamp requirement by \$20.00. The family receives food assistance from the agency in order to maintain employment.

Goal 1 – Low Income People Become More Self-Sufficient

National Performance Indicator 1.3 – Economic Asset Enhancement and Utilization

The number and percentage of low-income households that achieve an increase in financial assets and/or financial skills as a result of community action assistance, and the aggregated amount of those assets and resources for all participants achieving the outcome, as measured by one or more of the following:

A. Enhancement –

- 1. Number and percent of participants in tax preparation programs who identify any type of Federal or State tax credit and the aggregated dollar amount of credits***
- 2. Number and percentage obtained court-ordered child support payments and the expected annual aggregated dollar amount of payments.***

3. Number and percentage enrolled in telephone lifeline and/or energy discounts with the assistance of the agency and the expected aggregated dollar amount of savings.

B. Utilization –

- 1. Number and percent demonstrating ability to complete and maintain a budget for over 90 days.**
- 2. Number and percent opening an Individual Development Account (IDA) or other savings account and increased savings, and the aggregated amount of savings.**
- 3. Of participants in a community action asset development program (IDA and others):**
 - a. Number and percent capitalizing a small business due to accumulated savings.**
 - b. Number and percent pursuing post-secondary education due to savings.**
 - c. Number and percent purchasing a home due to accumulated savings.**

As described in detail in section 1.1 above, the percent to be reported is the number who achieved the outcome divided by the number *expected to achieve the outcome within the reporting period*. In many cases, the number “expected” to achieve the outcome can be found in grants or contracts for funding of the particular asset development programs or activities.

Which Agencies?

Local agencies that help participants increase financial assets and/or their ability to manage and utilize resources should report outcomes under Performance Indicator 1.3.

Which Programs or Activities?

Among the community action programs or activities that generate financial assets income and maximize its use that should be reported under this performance indicator are:

- Agency instructional or counseling activities that result in greater access of low-income participants to Federal, state, or local tax benefits or credits for which they are eligible;
- Agency assistance to participants that results in their receiving court-ordered child support;
- Agency programs that help participants and their families manage household income and resources, including instruction in household budgeting, consumer education, and the use of financial services within the community;
- Agency programs that result in participant accumulation of economic resources over time and that enable them to invest in major life-improving activities, such as the creation of a small business, the pursuit of higher education or home ownership.

Among the most common funding sources that support activities with outcomes to be reported under this performance indicator are:

- Community Services Block Grant (CSBG)
- Child Support Enforcement
- Small Business Administration
- Individual Development Accounts (IDA)
- Housing and Urban Development (HUD) and State Housing Programs
- Private grants/donations for financial literacy education or IDA match funding

What to Report?

Agencies should report outcomes in any subcategory of this performance indicator that relate to their programs and activities.

For the eight subcategories of this indicator (four related to enhancing non-employment income, four related to better utilization of assets), two counts are requested:

1. The number of participants who achieve the outcome within the reporting period; and
2. The percentage this number represents of all those individuals who were part of an agency effort to help participants increase non-employment assets and utilize them more effectively *who were expected to achieve the outcome within the reporting period.*

Goal 2: The Conditions in Which Low-Income People Live are Improved

Introduction to the New Community Measures

The national measures and reports on goal 2 have changed in response to the shared desire of the network and the Congressional oversight committees to emphasize the goal of community improvement as distinct from the goal of making individuals and families more self-sufficient.

This set of measures collects outcomes on successful CAA projects that build “community assets,” including not only material improvements, like affordable homes and safe streets, but even changes in public policy that will reduce the causes of poverty and revitalize the low-income community.

National Performance Indicator 2.1 Community Improvement and Revitalization

Increase in, or preservation of opportunities and community resources or services for low-income people in the community as a result of community action projects/ initiatives or advocacy with other public and private agencies, as measured by one or more of the following:

	<u><i>Number of Projects/Initiatives</i></u>	<u><i>Number of Opportunities</i></u>
<i>A. Accessible “living wage” jobs created or retained in the community.</i>	_____	_____
<i>B. Safe and affordable housing units created in the community.</i>	_____	_____
<i>C. Safe and affordable housing units in the community preserved or improved through construction, weatherization or rehabilitation achieved by community action activity or advocacy</i>	_____	_____
<i>D. Accessible and affordable health care services/facilities for low-income people created or maintained.</i>	_____	_____
<i>E. Accessible safe and affordable childcare or child development placement opportunities for low-income families created or maintained.</i>	_____	_____
<i>F. Accessible “before” school and “after” school program placement opportunities for low-income families created or maintained.</i>	_____	_____
<i>G. Accessible new, preserved, or expanded transportation resources available to low-income people, including public or private transportation.</i>	_____	_____
<i>H. Accessible preserved or increased educational and training placement opportunities for low-income people in the community, including vocational, literacy, and life skill training, ABE/GED, and post-secondary education.</i>	_____	_____

This indicator ask for two types of information for each project – the number of successful projects that fit under the measure and an indicator of the scale or impact of each, i.e. the number of community members who will benefit yearly from the new “opportunities” that the community improvement offers upon its completion.

We believe that the record keeping for this section will be a much simpler exercise than measuring program outcomes for individuals and families. An agency can record the year’s successful community improvement projects (this includes some that are in progress, as described below) and also provide a figure that indicates the scope of the opportunities it is designed to offer community residents each year.

Extensive examples and directions are provided below to help the start-up of this data collection. In this first year, it will be very helpful if agencies provide an additional description of the projects they report.

There are some definitions and guidelines that are common to all the community indicators.

- The criterion for determining whether something is a result to be included under these indicators is whether the facilities, services, policy changes, infrastructure, housing, jobs, etc. were developed with significant investments by the CAA; “significant” means the agency has invested personnel, funding, or facilities at a

significant, sustained level of participation relative to the project size; in other words, any other partners in the initiative should have no hesitation in identifying the CAA involvement as a major factor in the success.

Geographic Boundaries of “Community”

Community Action typically deals with its service area and also with a larger community. In general, the projects reported here should be those that make a lasting change **in** the low-income community; of course some of those may involve making a lasting linkage between the community at large and the low-income community. Agencies should provide some narrative for projects not physically located in their low-income community.

- The changes reported could affect all the community’s members regardless of income or only a specific population, but they should help reduce or prevent poverty;
- Some projects listed as examples involve securing resources near, but not necessarily in, the low-income community, if the benefits return to the community and its low-income residents, report the project.

Net Gains Only

Because the project should **add** to the lasting resources of the community, please do not include resources that the agency secured because of being selected as the preferred provider/grantee if the funding was designated for the same general community and the only issue was which agency could best manage it. The results of those projects belong in the individual, family, and leveraging measures.

Projects in Progress

Agencies may report community projects that are progressing as planned, but still incomplete, in the "still progressing" column of the form.

“Opportunities”

We have coined this term for a measure that provides a sense of the scale of the project and that we can aggregate across many kinds of initiatives. Each separate Goal 2 community result is **one** project that, when complete, is designed to benefit a certain number of community members per year. That number is typically a planned target, like the number of individual students using an after school facility during the school year, the number of families the agency’s new clinic will serve in a year, the number of electricity customers expected to enroll in the discount won by the CAA-led coalition intervening in a rate case. It is not the actual usage nor is it the actual number of identified CAA participants using the facility. Those figures would be measured under goals 1 or 6.

In summary, to make the report of “opportunities” similar nationwide, the **planned-per-year number of participants** should be reported. There will only be one year in which an agency reports a completed project and the number to whom it is projected to serve. After that year, if the agency is involved in its continuing operation, its effects will appear when individuals or families counted for goals 1 and 6 enjoy its benefits.

“Preserved” Resources

We realize agencies have to make significant investments in fighting to keep threatened community assets they won in the first place. Therefore a community “success” can be reported for significant investment by the agency in saving a program or policy that is significantly threatened. Examples would be:

- A utility discount won by the CAA’s intervention five years earlier is about to end but, by extensive education efforts and expert testimony by the agency’s director and its attorneys, the PUC extends the regulation for 10 years;
- The new police chief is about to pull out the foot patrols that the CAA Board won a decade earlier and that cut the neighborhood crime rate in half. A scholarly paper that a professor and students from the local law school develop with CAA support is used by the agency Board to preserve the foot patrols.

Please do not report each year of an on-going, unchallenged community asset. In general, if/when in doubt about how to report, provide as much narrative as possible about the project, the type of opportunities, and how you arrived at the total reported. Your ideas about improving this measure are also welcome when you send in the first year’s reports.

Which Agencies

Community action agencies that **expand or preserve the availability** of community resources and opportunities to low-income people, through their own community development activities, partnerships, or as a result of advocacy, should report outcomes under National Performance Indicator 2.1.

Which Programs or Activities?

Outcomes reported for this performance indicator involve both the number of projects/initiatives agencies are involved in *and also* their capacity in terms of potential utilization and benefit to the community. The projects reported here include the creation, expansion, or maintenance of community services, facilities, and economic opportunities for low-income people. Benefits that would have been realized by the community even without the involvement of Community Action should not be listed under this measure. Examples of community action agency activities that generate community infrastructure building outcomes are:

- Agency advocacy with a municipal transportation authority for new or expanded bus service from low-income neighborhoods to geographic “centers” of employment or commerce.
- Agency partnership with the local housing authority and/or commercial banking institutions.
- Agency advocacy with local government results in a county or city ordinance requiring local builders to “dedicate” 10% of all new construction of rental units to moderate or low-income renters, resulting in the creation of 130 new housing opportunities for low-income families.
- Agency partnership with one or more institutions of higher education in the community results in the creation of “off campus,” subsidized college-level courses within a community center in a low-income neighborhood.
- An agency partners with a hospital to establish evening and weekend health services within a neighborhood community center.
- Agency participation in a community economic development partnership results in the relocation of a business to the area.

Among the funding sources that support community action outcomes under Performance Indicator 2.1 are:

- Community Services Block Grant (both advocacy and programs)
- Community Development Block Grant
- EZ/EC
- Housing and Urban Development and Home Investment Partnerships Program (HOME)
- Community Health Centers Program
- U.S. Department of Agriculture
- Workforce Investment Act
- Weatherization
- Transportation Programs
- Private Funding

What to Report?

A. Number of accessible “living wage” jobs created or retained in the community.

As with Performance Indicator 1.1, the definition of “living wage” will be determined in the context of state or local economic conditions. What is being measured and reported in this subcategory is the creation or retention of jobs in the community over a one year

period that pay sufficient wages and benefits to reduce or eliminate dependence of families on public or private benefit programs and services.

Examples:

- As a result of community action agency advocacy and partnerships, tax incentives are created to keep an existing business in the community, with 400 “living wage” jobs, from relocating to a different community (job retention). (Report as: 1 project/initiative and 400 new opportunities.)
- A community action agency micro business initiative funded by the Small Business Administration and state economic development funds results in the formation of six new businesses in the community with a total of 45 “living wage” jobs. (Report as: 1 project/initiative and 45 new opportunities.)

B. Number of safe and affordable housing units created.

Safe and affordable housing is defined as the agency deems it appropriate considering community conditions.

Examples:

- Through a community action agency partnership with the local housing authority and several financial institutions, the agency builds a senior living center for low-income aging individuals, thereby increasing the stock of affordable housing in the community by 40 units. (Report as: 1 project/initiative and 40 new opportunities.)

C. Number of safe and affordable housing units preserved or improved through construction, weatherization or rehabilitation.

The purpose of this measure is to capture projects that make housing affordable, rather than just a service count of all projects.

Examples:

- The community action agency weatherizes 70 existing housing units of low-income families utilizing weatherization funds as well as additional funds. (Report as: 1 project/initiative and 70 new opportunities.)

D. Number of accessible and affordable health care services/facilities for low-income people created or maintained.

Examples:

- Through community action advocacy with the municipal authority, a primary health care clinic is built in a low-income neighborhood with the capacity to

conduct 5,000 outpatient examinations/visits per year. (Report as: 1 project/initiative and 5,000 new opportunities.)

- The community action agency negotiates agreements with two faith-based substance abuse treatment providers to expand by 50 the number of treatment slots available to community low-income participants. (Report as: 1 project/initiative and 50 new opportunities.)

E. Number of safe and affordable childcare or child development placement opportunities for low-income families created or maintained.

Examples of childcare or child development programs or activities that produce outcomes to be reported are:

- The community action agency negotiates with a major local employer who hires many graduates of the CAA programs to establish an “on site” childcare program with an ongoing capacity to serve 30 children of participants in an agency employment program. (Report as: 1 project/initiative and 30 new opportunities.)

F. Number of “before” school and “after” school program placement opportunities for low-income families created or maintained.

Examples:

- The community action agency successfully advocates for the expansion of after school recreational opportunities to include 200 additional youth, at the middle and high schools serving low-income neighborhood. (Report as: 1 project/initiative and 200 new opportunities.)
- The community action agency uses Substance Abuse Prevention funds to create an after-school mentoring program that has the capacity to serve 50 youth. In a low-income neighborhood community center. (Report as: 1 project/initiative and 50 new opportunities.)

G. Number of new, preserved, or expanded transportation resources available to low-income people, including public or private transportation.

Examples:

- A rural community action agency contracts with the local Area Agency on Aging to utilize three agency vans with a total of 36 seats to transport low-income workers to and from employment on a regular basis when the vans are not being used for senior services. (Report as: 1 project/initiative and 36 new opportunities.)
- As a result of community action agency advocacy with a local transportation authority, two new bus routes serving low-income neighborhoods are established

that can transport up to 600 low-income workers to and from centers of employment. (Report as: 2 projects/initiatives and 600 new opportunities.)

- A community action agency uses a combination of CSBG, Department of Transportation, and private funds to contract with a local high school auto mechanics training program to increase by 30 cars a year the availability of available and affordable cars for community low-income families. (Report as: 1 project/initiative and 30 new opportunities.)

H. Number of increased educational and training placement opportunities for low-income people in the community, including vocational, literacy, and life skill training, ABE/GED, and post-secondary education.

Examples:

- During the reporting period, a community action agency receives state certification and funding to provide vocational training in commercial transportation to 100 low-income participants per year. (Report as: 1 project/initiative and 100 new opportunities.)
- In partnership with the local school system, a community action agency creates six new evening courses in English language proficiency taught by school system personnel in an agency facility. Each course can enroll up to 15 students and the six courses are offered in the Fall and Spring of each year. Report 6 courses x 15 students x 2 seasons = 180 new educational placement opportunities. (Report as: 6 projects/initiatives and 180 new opportunities.)

Goal 2: The Conditions in Which Low-Income People Live are Improved

National Performance Indicator 2.2 -- Community Quality of Life and Assets

The quality of life and assets in low-income neighborhoods are improved by community action initiative or advocacy, as measured by one or more of the following:

- A. Increases in community assets as a result of a change in law, regulation or policy, which results in improvements in quality of life and assets;***
- B. Increase in the availability or preservation of community facilities;***
- C. Increase in the availability or preservation of community services to improve public health and safety;***
- D. Increase in the availability or preservation of commercial services within low-income neighborhoods; and***
- E. Increase or preservation of neighborhood quality-of-life resources.***

Which Agencies?

Community action agencies that increase the presence and availability of community services and commercial enterprise within low-income communities, or that increase the value of neighborhood residences through rehabilitation, should report outcomes that support this performance indicator. Outcomes may be a result of community action agency advocacy, program initiative, or partnership with local government, business, financial institutions, or other community organizations.

Which Programs or Activities?

A broad range of community action activities could generate outcomes to be reported under this performance measure. Among the most common activities are:

- Community action agency advocacy for new or expanded public services and facilities in low-income neighborhoods that result in new construction or renovation of such facilities as neighborhood centers, recreational facilities, schools, or libraries;
- Agency participation in community economic development initiatives involving local governments, the business community, and other public and private organizations aimed at increasing commercial and business investment and enterprise in low-income neighborhoods;
- Agency partnerships with other public and private organizations that promote the creation of micro-business opportunities for low-income people in their communities.
- A rural community action agency assists the community in developing a safe drinking water system project.

Examples of funding sources for community action programs that produce results to be reported under this national performance indicator are:

- Community Services Block Grant (CSBG)
- Community Development Block Grant (CDBG)
- U.S. Department of Agriculture (USDA)
- EZ/EC
- Small Business Administration Loans and Grants
- Substance Abuse Prevention Grants
- State or locally-sponsored community development and economic opportunity initiatives
- Private foundation funding for youth and/or community development
- In-kind legal or other expert assistance with advocacy

What to Report

A. Increases in community assets as a result of a change in law regulation or policy, which results in improvements in quality of life and assets.

Agency advocacy with local government results in a county or city ordinance requiring local builders to dedicate 10% of all new construction of rental units to moderate or low-income renters. Report one project and a reasonable estimate of the number of new affordable units that may be added to the community's housing stock each year after this is implemented.

B. Increase in the availability or preservation of community services facilities.

Community services facilities may include but are not limited to: schools, community technology centers, libraries, and youth or community centers. Increasing availability or preservation may be accomplished through new construction, renovation, or expanded hours and programming.

Examples:

- A youth recreation center that can accommodate 150 people at the same time and will have varied programming is built in a low-income neighborhood by the local government as a result of community action advocacy. Report one new facility and the planned number of individuals who will use it in the course of a year—.
- A community action agency, in partnership with the local library authorities, create foreign language book and tape programs in neighborhoods with high concentrations of residents whose primary language is not English. Report one new service and the number expected to utilize it per year.

C. Increase in the availability or preservation of community services to improve public health and safety.

Community services to improve public health and safety may include but are not limited to: street lights, telephone systems, enhanced policing, neighborhood watch, installation of sidewalks, waste removal, or pest extermination.

Example:

- A community action agency advocates successfully for the creation or expansion of police “foot patrols” in low-income neighborhoods where 900 families live. Report one “improved public health and safety” initiative and 900 opportunities.

D. Increase in the availability or preservation of commercial services within low-income neighborhoods.

Commercial services may include but are not limited to: grocery stores, financial institutions, restaurants, or other business enterprises.

Examples:

- A community action agency negotiates with a national grocery store chain to locate one of its stores (or continue to operate an existing store) in a low-income neighborhood. Report one new business facility and the number of families expected to use it annually.
- A community action agency partners with a local banking institution to locate branches in two neighborhood centers and thereby increase the availability of traditional financial services (i.e. checking accounts, home mortgages, personal loans, business loans, personal savings accounts) in a low-income neighborhood. Report two expanded services and the number of individuals who typically utilize those locations.

E. Increase or preservation of neighborhood quality-of-life resources.

Quality-of-life resources may include but are not limited to new or improved public spaces for arts and recreation.

Examples:

- A community action agency helps renovate an existing closed school building and convert it into a neighborhood arts center. Report 1 “quality of life improvement” project and the expected unduplicated number of annual users.
- A community action agency helps residents of six neighborhoods maintain permanent neighborhood “crews” to remove weeds and trash from vacant lots in order to provide and maintain a safe environment for children to play. Report six “quality of life improvement” projects.

Goal 3: Low-Income People Own a Stake in Their Community

National Performance Indicator 3.1 – Civic Investment

The number of volunteer hours donated to Community Action.

Which Agencies

Every community action agency that utilizes the assistance of volunteers from the community, and indeed encourages and promotes volunteer participation, should report an outcome for this performance indicator.

The current CSBG/IS Survey collects this information and most already report the number of hours volunteered by local residents. Please report the number found in Part I: Section F, Subsection IV (g) of the CSBG/IS Survey here.

Which Programs or Activities

Agencies should count hours of volunteer time for **all** of their programs and activities, including those funded by CSBG, being sure to include hours of volunteered time for programs and activities that have, as part of their purpose, to increase participation in program design or operation.

Examples of most common programs that encourage participants to help with program design and operation are CSBG and Head Start.

Community action agencies should count the time volunteers spend helping with all programs and activities within the agency:

- Serving on advisory and governing boards or committees;
- Assisting with program activities and logistics; and
- Participating in advocacy to meet agency and community goals.

What to Report

If a local community action agency currently reports hours volunteered by community residents for all activities and programs within the agency as part of their annual CSBG statistical report, copy that number for this national performance indicator.

If, however, an agency currently counts and reports only those hours volunteered to CSBG-funded activities, the agency may copy that number for this national performance indicator, but should work to count and report time volunteered for all agency programs and activities.

Goal 3: Low-Income People Own a Stake in Their Community

National Performance Indicator 3.2 – Community Empowerment through Maximum Feasible Participation

The number of low-income people mobilized as a direct result of community action initiative to engage in activities that support and promote their own well-being and that of their community as measured by one or more of the following:

A. Number of low-income people participating in formal community organizations, government, boards or councils that provide input to decision-making and policy setting through community action efforts.

- B. Number of low-income people acquiring businesses in their community as a result of community action assistance.***
- C. Number of low-income people purchasing their own homes in their community as a result of community action assistance.***
- D. Number of low-income people engaged in non-governance community activities or groups created or supported by community action.***

Which Agencies

Community action agencies that help residents of low-income neighborhoods become connected and involved in the well-being and improvement of their community should report outcomes under this performance indicator.

Which Programs or Activities?

Among the results from activities that reflect civic investment that may be reported under this performance indicator are:

- Participation on a community action agency tripartite governing board;
- Participation on Head Start governing boards, advisory committees;
- Election to public housing governing boards;
- Service on neighborhood recreational, youth, or service center advisory or governing boards;
- Service on public or private civic improvement or service advisory committees, such as a citizens' advisory board to a community mental health center;
- Election to PTA office or Title I Parent Council at a neighborhood school; and/or
- Purchasing a home in the low-income neighborhood.

Funding sources within community action agencies that support the kinds of activities for which results are being measured include:

- Community Services Block Grant (CSBG)
- Head Start
- Public Housing Authority programs
- Individual Development Account programs
- Small Business Administration Grants
- Federal, state, or local home ownership initiatives that include mortgage or other types of financial assistance

What to Report?

A. Number of low-income people participating in formal community organizations, government, boards or councils that provide input to decision-making and policy setting through community action efforts.

Examples:

- Eight representatives of the low-income community served by the agency are elected to the tripartite governing board. Report 8 low-income people.
- In the agency's Head Start program, a total of 48 parents serve on various governing or advisory boards and committees for the program. Report 48 low-income people.
- As a result of agency encouragement, 2 participants seek and achieve membership on their local school Title I Parent Council, and an additional 6 serve on the governing boards of their housing authority. Report 8 low-income people.

B. Number of low-income people owning businesses in their community.

Examples:

- An agency partnership with a local financial institution to make secured micro-business loans to low-income participants in an agency's self-sufficiency initiative results in the creation of six new small businesses in the community owned by 13 low-income residents. Report 13 low-income people.
- As a result of an agency Individual Development Account (IDA) initiative, 35 participants achieved sufficient savings during the reporting period to start a small business in the low-income neighborhood. Report 35 low-income people.

C. Number of low-income people owning homes in their community.

Examples:

- As a result of an Individual Development Account (IDA) initiative, 16 participants achieved sufficient savings during the reporting period to make a down payment on owning their first home. Report 16 low-income people.
- As a result of an agency partnership with the local housing authority, and with a grant from the U.S. Department of Housing and Urban Development, 25 participants gained ownership of their public housing units. Report 25 low-income people.

D. Number of low-income people engaged in community groups created or supported by community action.

Example:

- A community action agency encourages the creation of neighborhood improvement committees in five neighborhoods, involving a total of 60 low-

income members, and provides office space, supplies and telephone lines for the first two months of their operations. Report 60 low-income members.

Goal 4: Partnerships Among Supporters and Providers of Service to Low-Income People are Achieved

National Performance Indicator 4.1 – Expanding Opportunities through Community-Wide Partnerships

The number of organizations, both public and private, community action actively works with to expand resources and opportunities in order to achieve family and community outcomes.

Which Agencies

It is anticipated that ***all*** community action agencies work with other public and private organizations to expand service opportunities for individuals or families, or to achieve community improvement outcomes.

Which Programs or Activities?

Community action agencies should count and report the number of organizations with which they work ***in relation to all of the programs and services they administer***, not just those funded through the Community Services Block Grant.

Examples of organizational relationships to be reported include:

- ***Formal*** arrangements, such as memoranda of understanding or service contracts, between a community action agency and one or more public or private service providers to coordinate referral and exchange of program participants;
- ***Financial agreements*** between a community action agency and one or more business entities or financial institutions, to promote individual or community economic development and/or infrastructure investment;
- ***Informal*** working relationships with public or private agencies, organizations, or individual service providers that expand service opportunities for low-income individuals and families, including routine service referrals and follow up contacts; and/or
- ***Alliances*** between a community action agency and one or more public or private organizations that advocate for expanded services or community opportunities for low-income people.

What to Report?

Community action agencies should count and report the ***number of organizations*** they relate to, ***not the number of individual service referrals*** they share with these organizations.

Examples:

- A community action agency with a job training and employment initiative supported by CSBG, TANF, and WIA funds has a formal agreement with the local employment authority, the Chamber of Commerce, and three large employers to train and place 400 program participants in initial jobs during the reporting period. Count and report 5 organizations (1 employment authority + 1 Chamber of Commerce + 3 employers = 5 organizations). Do not report 400 participants under this performance measure.
- A community action agency coordinated service initiative, designed to help working participants retain employment, routinely refers participants to 15 public and private local health care, housing, educational, and employment service providers. Count and report the 15 organizations to which community action participants are referred.
- Four faith-based groups provide food for the food bank on alternating months. Report 4 partnerships.

Goal 5: Agencies Increase Their Capacity to Achieve Results

National Performance Indicator 5.1 – Broadening the Resource Base

The number of dollars mobilized by community action, including amounts and percentages from:

- A. Community Services Block Grant (CSBG)***
- B. Non-CSBG Federal Programs***
- C. State Programs***
- D. Local Public Funding***
- E. Private Sources (including foundations and individual contributors, goods and services donated)***
- F. Value of volunteer time***

Which Agencies?

All community action agencies should report funding information.

Which Programs or Activities?

Agencies should report funding for **all** programs and activities, from **all sources** of financial support, ***not just the Community Services Block Grant!***

What to Report?

The CSBG statistical report currently asks local community action agencies to report resources from all funding sources. In addition, the annual ROMA reporting format asks agencies to report a variety of funding outcomes under Goal 5, including the total dollars mobilized by the agency (direct measure 5a) and the total dollars mobilized by the agency as compared with CSBG dollars (5b).

Information collected for both the statistical and ROMA reports may also be used to report financial data under this performance indicator. Agencies that do not file complete funding information, especially those that count and report only CSBG funding, should move quickly to capture and report the total resources that support all agency programs and activities.

Under “***Value of volunteer time***,” agencies that measure and report volunteer hours may calculate and report an estimated “floor” value of time volunteered by multiplying the total hours by the prevailing Federal minimum wage. For this calculation use the volunteer hours reported in item 3.1. The only difference is that this item asks you to calculate the value of volunteer hours.

Goal 6: Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems

National Performance Indicator 6.1 – Independent Living

The number of vulnerable individuals receiving services from community action that maintain an independent living situation as a result of those services:

- A. Senior Citizens; and***
- B. Individuals with Disabilities***

Which Agencies?

Community action agencies with programs or activities that help senior citizens and individuals with disabilities continue to live safe and functional lives outside of an assisted care or nursing home facility should report information for this performance indicator.

Which Programs or Activities?

Activities that contribute to successful independent living among seniors and individuals with disabilities to be counted and reported for this performance indicator may be provided on an on-going basis, episodically, or in response to an emergency. They may be provided as “stand alone” services, or as part of a coordinated service strategy.

Among the most common activities conducted by community action agencies that help senior citizens and individuals with disabilities maintain independent living situations to be reported are:

- In-home assistance, including Meals on Wheels, visiting nurses, allied health professionals or social workers, respite care for family members or others;
- Congregate meals, recreational or social activities;
- Community participation and contribution (i.e. foster grandparent programs, educational mentoring);
- Transportation services, including van or bus service, car maintenance and repair;
- Legal aid and benefits assistance/counseling;
- Home management assistance, including cleaning services, property maintenance, and financial counseling;
- Housing rehabilitation, renovation, weatherization, or energy assistance;
- Medical care, including mental health treatment, family counseling;
- Physical exercise and rehabilitation assistance;
- Medications monitoring and management; and
- Supplementary food distribution and nutrition counseling.

Among the funding sources for community action that support programs resulting in sustained independent living among seniors are:

- Community Services Block Grant (CSBG)
- Social Services Block Grant (SSBG)
- Medicaid, Medicare and other public medical insurance/coverage programs (Federal, state, or local)
- Federal food and nutrition programs, including Meals on Wheels, Supplemental Food Assistance, Surplus Food

- Federal, state, and local mental health and substance abuse treatment programs
- Weatherization
- LIHEAP
- Community Health Centers Program
- Area Agencies on Aging programs and services, including transportation assistance
- Supplemental Security Income
- Americans with Disabilities Act (ADA)

What to Report?

Agencies are asked to report the number of senior citizens and individuals with disabilities who continue to live independently (not institutionalized) during the reporting period as a result of receiving one or more services from community action or from partnering organizations. **Report the number of seniors or individuals with disabilities, not the number of interventions, or services.**

Goal 6: Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems

National Performance Indicator 6.2 – Emergency Assistance

The number of low-income individuals or families served by community action that sought emergency assistance and the percentage of those households for which assistance was provided, including such services as:

- A. Food*
- B. Emergency Payments to Vendors, including Fuel and Energy Bills*
- C. Temporary Shelter*
- D. Emergency Medical Care*
- E. Protection from Violence*
- F. Legal Assistance*
- G. Transportation*
- H. Disaster Relief*

Which Agencies?

Agencies that meet the emergency needs of low-income individuals and families through the provision of services and resources should report outcomes for this performance indicator.

Which Programs or Activities?

Agencies should report those services and resources that are provided to meet immediate, short-term needs of low-income individuals and families.

Among the services and resources that should be counted and reported for this indicator are:

- Emergency vendor payments, such as fuel or utility assistance, rent/mortgage payments;
- Food distribution, including pantries, soup kitchens, food cupboards;
- Shelter for the homeless or those in need as a result of a natural disaster;
- Emergency medical care, including mental health and drug abuse crisis intervention;
- Emergency transportation services;
- Emergency clothing distribution;
- Emergency legal assistance, including family protection from domestic or other forms of violence, or incarceration; and
- Emergency language translation assistance.

It is important to note that many of the types of services or financial supports that could be reported for this indicator are similar to those listed and reported for National Performance Indicator 1.2 – Employment Supports. The difference between the two indicators is the context, or purpose, for which these services and resources are provided. If, for example, transportation assistance were provided to a family on a routine basis, such as bus tokens, in order to help them obtain or retain employment, such assistance would be reported under Performance Indicator 1.2. If the same kind of transportation assistance were provided to a family as a result of a short-term need, such as a car repair or as a result of a natural disaster, then that type of assistance would be reported under this indicator.

Among the most common sources of funding or resources for the emergency services and resources to be reported for this performance indicator are:

- Community Services Block Grant (CSBG)
- Social Services Block Grant (SSBG)
- Community Development Block Grant (CDBG)
- U.S. Department of Housing and Urban Development Homeless Assistance programs

- U.S. Department of Health and Human Services Family Violence Prevention and Services programs
- Community Health Centers program
- Mental Health Treatment Block Grant -- Community Mental Health Centers programs
- Substance Abuse Treatment Block Grant
- U.S. Department of Agriculture Surplus Food and Supplemental Food Assistance
- LIHEAP
- Federal Emergency Management Assistance (FEMA)
- State and local crisis intervention, disaster relief programs
- National, regional, state or local charities, including faith-based organizations

What to Report?

A. Food

There are many ways in which community action agencies distribute emergency food and account for that distribution, including: 1) the number of food “packages,” “bags,” cartons, or meals distributed; 2) the overall weight of food distributed; 3) an unduplicated count of the number of individuals or families receiving food assistance; or 4) the number of “times” individuals or families receive food.

In addition to diversity in the way agencies measure and report their food distribution activities, there is also great variation in the degree to which agencies determine the context, or reasons, why individuals and families seek this type of assistance.

In most cases, agencies that have food distribution programs do not assess the reasons why individuals or families seek food assistance other than an overall assumption that the recipients do not have adequate resources to purchase food that meets immediate nutritional needs (“We feed the hungry!”).

Because of the diversity of purpose, methods, and accounting among community action food distribution efforts, agencies are asked to describe their food distribution in **one** of the following four categories. States are asked to aggregate and report food distribution in these categories as well:

1. The number of food “packages,” “bags,” cartons, or meals distributed; **or**
2. The overall weight of food distributed; **or**
3. An unduplicated count of the number of households (individuals or families) receiving food assistance; **or**
4. The overall numbers of “times” an agency distributes food to households (individuals or families).

B. Emergency Payments to Vendors, including Fuel and Energy Bills

Community action agencies should aggregate and report the number of **households** for which vendor payments have been made by the agency to meet the emergency needs of those households, in the following four categories:

- Emergency fuel or utility payments funded by LIHEAP or other public and private funding sources;
- Emergency rent or mortgage assistance;
- Emergency medical care; or
- Emergency car or home repair (i.e. structural, appliance, heating system, electrical system, plumbing, sewage).

Again, agencies are asked to report the number of households receiving such assistance, not the total number of payments made, or the total dollar amount of such payments. It is understood that households may receive more than one type of payment and that such households will be counted more than once when that occurs.

C. Temporary Shelter

Agencies are asked to report the number of **households** (individuals or families) that receive temporary shelter assistance from community action in two categories:

- The number of homeless households receiving temporary shelter; and
- The number of households experiencing emergency situations, such as fires or natural disasters that obtain temporary shelter.

D. Emergency Medical Care

Agencies are asked to report the number of **households** for which emergency medical care has been provided as a result of community action assistance (service or referral).

Examples of such care include:

- Emergency medical care at a community action agency clinic or health facility for injuries that have resulted from an accident or natural disaster; or

Emergency medical care provided by a health care provider or facility in the community as a result of referral and/or payment from community action.

E. Protection from Violence

Agencies are asked to report the number of **households** (individuals and families) that receive community action assistance in securing emergency protection for adults and/or children from real or potential sources of physical and emotional abuse.

Examples of such assistance include, but are not limited to:

- Assistance in obtaining emergency restraining orders or other form of legal protections against physical and emotional abuse and other forms of violence within families or within the community;
- Emergency shelter for abused adults and their children, either sponsored by the community action agency or as a result of referral or financial support for such services;
- Assistance in obtaining emergency child protective interventions, court orders, or placements.

F. Legal Assistance

Agencies are asked to report the number of **households** that receive emergency legal assistance from the agency, either directly or as a result of partnerships with, or referral to, other organizations within the community.

Examples of emergency legal assistance from community action include, but are not limited to:

- Households that receive emergency immigration assistance or representation by the agency or a partnering organization;
- Households that receive emergency legal and financial management assistance when a family member is at risk of incarceration for failure to meet court-ordered or other financial obligations; or
- Households that receive emergency legal assistance and intervention when they are at risk of imminent eviction from their place of residence, foreclosure, interruption in essential utility service, or suspension of life-sustaining services or resource supports.

G. Transportation

Agencies are asked to report the number of **households** (individuals and families) that receive **emergency transportation** assistance either provided directly by community action or through partnership with, or referral to, other service providers.

Emergency transportation assistance includes, but is not limited to, those situations in which households receive bus tokens, taxi vouchers, a loaned automobile, van service, or some other form of transportation to meet immediate and temporary needs caused by the loss of existing transportation due to accident, mechanical failure, theft, or natural disaster.

H. Disaster Relief

Agencies should report the number of **households** (individuals and families) that receive disaster relief assistance directly from community action, in partnership with other organizations in the community, or through referral to other organizations.

Community action disaster relief could include, but is not limited to, those situations in which households receive services and resources to meet needs resulting from natural or man-made disasters, such as fire, flooding, extreme weather, or acts of terrorism.

Forms of relief may include temporary shelter, clothing, toiletry or other personal items, medical care, food, emergency cash, loans and other financial aid, or relocation assistance.

In addition to reporting the number of households that receive immediate disaster relief from community action, agencies should report the number of households that benefit from longer-term agency assistance, such as rebuilding homes or businesses, community facilities, or service systems.

Goal 6: Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems

National Performance Indicator 6.3 – Child and Family Development

The number and percentage of all infants, children, youth, parents, and other adults participating in developmental or enrichment programs that achieve program goals, as measured by one or more of the following:

A. Infants and Children –

- 1. Infants and children obtain age appropriate immunizations, medical and dental care.***
- 2. Infant and child health and physical development are improved as a result of adequate nutrition.***
- 3. Children participate in pre-school activities to develop school readiness skills.***
- 4. Children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1st Grade.***

B. Youth –

- 1. Youth improve physical health and development.***
- 2. Youth improve social/emotional development.***
- 3. Youth avoid risk-taking behavior for a defined period of time.***
- 4. Youth have reduced involvement with criminal justice system.***
- 5. Youth increase academic, athletic or social skills for school success by participating in before or after school programs.***

C. Parents and Other Adults –

- 1. Parents and other adults learn and exhibit improved parenting skills.***
- 2. Parents and other adults learn and exhibit improved family functioning skills.***

Which Agencies?

Agencies that work to improve child, youth, and/or family development and functioning should report outcomes for this performance indicator.

Which Programs or Activities?

Among the more common community action agency programs and activities that would produce child, youth, and parent development or functioning outcomes to be reported under this performance indicator are:

A. Infants and Children --

1. Head Start (including Early Head Start);
2. State-funded pre-school child development programs;
3. CSBG-funded child development/childcare programs;
4. TANF-funded childcare programs;
5. Social Services Block Grant supported childcare/development programs;
6. Employer-based childcare/child development programs serving the children of agency employment program participants;
7. Pre-school enrichment or developmental programs operated by “partnering” organizations within the community to which children of agency program participants are referred and served, including faith-based organizations;
8. Agency clinic or other early childhood health screen and immunization services provided directly or through referral; and
9. Agency early childhood nutrition programs, including those focused on food distribution or supplementation, nutrition instruction and other parental skill building.

B. Youth –

1. Before and after school recreational or enrichment programs for school aged youth;
2. Mentoring programs for at-risk youth;
3. Youth counseling and peer support group activities;
4. Family counseling;
5. Substance abuse prevention programs;
6. Teen pregnancy and STD prevention programs;
7. Educational skill enhancement programs;
8. After-school and summer youth employment training and placement programs;
9. Food and nutrition assistance and instructional programs; and
10. Anger management and conflict resolution instruction.

C. Parents and Other Adults –

1. Parenting skill enhancement programs;
2. Family functioning skill enhancement programs, including focus on communications, conflict resolution, supportive relationship building, responsibility sharing, promotion of healthy marriages;
3. Family counseling;
4. Mental health and substance abuse treatment; and
5. Family/domestic violence prevention, intervention, and remediation programs.

What to Report?

Number and Percentage

Agencies are asked to report two numbers for each of the subcategories of this indicator: 1) the number of children, youth, parents, or other adults that achieved the outcome; and 2) the percentage those successful children, youth, parents or other adults represent in relation to all who were *expected to achieve the outcome* during the reporting period.

Examples:

- A community action agency administered health clinic is funded to screen and inoculate all pre-school children of low-income families participating in agency employment training and placement programs. Of the 400 children eligible, and thereby “expected,” to receive inoculations during the reporting period, only 300 are inoculated. Under the first “Children” subcategory, “Children obtain age appropriate immunizations, medical and dental care,” report 300 children, or 75% received age appropriate immunizations.
- With CSBG and Federal substance abuse prevention funding, a community action agency sponsors an after school basketball league in partnership with the local

YMCA. The league recruits 100 low-income youth to participate. The program expects 60% percent of the youth to attend and participate in half of the games or more during the league season as a benchmark for increasing their athletic and social skills, and staying involved in healthy developmental activities. Over the course of the league season, 40 youth attend and participate in half the games or more. Under the fifth “Youth” subcategory, “Youth increase academic, athletic or social skills for school success by participating in before or after school programs, report 40 youth, or 66% achieved the outcome (40 of 60 “expected” to meet the participation outcome).

“Achieve Program Goals”

Because of the diversity of programs, activities, and outcomes that are to be reported for this performance indicator, the definition of “achieve program goals” will be defined and measured in a number of ways.

The two most common ways agencies will determine whether children, youth, parents, and other adults “achieve program goals” are 1) Standardized program goals and achievement levels; and 2) Agency and program-specific goals and achievement levels:

1. Standardized Program Goals and Achievement Levels

For some Federal, state, or local programs, both public and private, program goals and performance levels are defined by program authorities and are contained in funding agreements with the community action agency.

Examples:

- Childhood immunization programs define age-appropriate guidelines for inoculating children to prevent a variety of diseases. Similarly, school systems often require certain immunizations as a condition for enrollment. As such, there is an “expectation” that all children meeting the guidelines for immunization should be served. If a community action agency receives funds to conduct childhood health screens, including inoculation of all eligible children served, the public health expectation is universal inoculation, and the performance of the agency can be measured by the degree to which it achieves that end.
- Head Start has established a number of child health, developmental, and school readiness objectives and outcome expectations for participating children. Community action agencies with Head Start programs are asked to report the number of children that are deemed to have “achieved” health, developmental and school readiness objectives as defined by the program.

It is understood that the numbers of children reported “achieving program goals” in Head Start, or any other child or youth development program, may have to be comprised of qualitative assessments of each child’s physical growth and health indicators, developmental skill measurements, and/or educational readiness scores.

2. Agency and Program-Specific Goals and Performance Levels

For most child, youth, and family development programs within community action agencies, program goals, expected outcomes, and the definition of what constitutes “success,” or achievement of program goals, will be determined on a case by case basis.

Contracts, service agreements, or grant documents are good sources for identifying what constitutes “achieving program goals” for particular programs or activities. These documents most often describe: 1) What the funding is intended to accomplish; and 2) The size of the program or activity being funded, usually expressed as an anticipated number of services or resources to be provided, individuals or families to be served. In addition, more and more funding documents now speak to both anticipated “outcomes,” or “results,” and a projected or “target” level of program performance, as measured by the frequency outcomes are achieved.

It is anticipated that community action agencies with child, youth, or family development programs already have ways to define what constitutes “success,” and can measure and report the number of children, youth and families “achieving” program goals based upon those definitions. For all of the developmental “outcomes” in this performance indicator nationally accepted age-appropriate guidelines are available to inform agency assessments.

Examples:

- A community action agency uses funds from CSBG, a teenage pregnancy prevention grant, and a substance abuse prevention grant, to establish an adolescent mentoring program for 50 girls and 50 boys focused on helping the youth achieve age-appropriate developmental reasoning and decision making skills that will help them avoid certain risk-taking behaviors. Based upon a review of prevention studies, the community action agency expected 60% of adolescents enrolled to complete the entire one-year mentoring program. The agency set as a performance target that half of those completing the program, or 30 youth, would remain “drug free” and not engage in sexual activity that could result in pregnancy both during their participation and for a minimum of six months after program completion. Twenty (20) of 30 youth achieved these outcomes. The agency would report under the “Youth” subcategory 3, “20 youth (66%) avoided risk-taking behaviors for a defined period of time.”

- A community action agency utilizes a variety of funding sources to offer parenting skill enrichment courses for adult participants in all its programs. The courses are designed to help parents demonstrate improved ability to: 1) communicate with their children; 2) establish and maintain appropriate structure, boundaries, and common expectations within the family; and 3) reduce the incidence of physical or emotional abuse through better anger management and alternative approaches to parent-child conflict resolution. Based on a review of research and other literature on parenting skill training, the agency identified specific parent behaviors that would demonstrate improved functioning for each of the three areas described above. All 40 parents enrolled in the courses completed a self-assessment questionnaire listing the specific behaviors. Of the 40 parents completing the self-assessment, 39 reported using parenting skills learned in the course. As a result, the agency could report under the “Parenting” subcategory, “39 (98%) parents learn and exhibit improved parenting skills.”

National Performance Indicators of Community Action Performance Overview

► Six Goals

- Goal 1: Low-Income People Become More Self-Sufficient
- Goal 2: The Conditions in Which Low-Income People Live are Improved
- Goal 3: Low-Income People Own a Stake in Their Community
- Goal 4: Partnerships Among Supporters and Providers of Service to Low-Income People are Achieved
- Goal 5: Agencies Increase Their Capacity to Achieve Results
- Goal 6: Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems

▪ ***Twelve National Performance Indicators under the six goals:***

1. 1.1 Employment
2. 1.2 Employment Supports
3. 1.3 Economic Asset Enhancement and Utilization
4. 2.1 Community Improvement and Revitalization
5. 2.2 Community Quality of Life Assets
6. 3.1 Civic Investment
7. 3.2 Community Empowerment through Maximum Feasible Participation
8. 4.1 Expanding Opportunities through Community-Wide Partnerships
9. 5.1 Broadening the Resource Base
10. 6.1 Independent Living
11. 6.2 Emergency Assistance
12. 6.3 Child and Family Development

▪ ***Sixty-four performance indicator subcategories under the Twelve National Performance Indicators. Example:***

National Performance Indicator 1.1 – Employment

The number and percentage of low-income participants in community action employment initiatives who get a job or become self-employed as measured by one or more of the following:

A: Unemployed and obtained a job.

B: Employed and obtained an increase in employment income.

C: Achieved “living wage” employment and benefits.

► **Timeline for Reporting National Performance Indicators**

- States are expected to report outcomes for the National Performance Indicators for the FY 2005 Community Services Block Grant Information Systems Survey (CSBG/IS), due March 2005 (which is for the 2004 program year.) For the FY 2005 CSBG/IS, CSD will map the current collected direct measures (19) to the National Performance Indicators. CSD also, currently collects scale outcome measures that will require mapping to the National Performance Indicators.
- Full implementation of outcomes for reporting National Performance Indicators should be completed before the end of FY 2005.
- Implementation of the New National Performance Indicators and reporting forms for the 2005 Program Year should be completed by November 2004, for inclusion in the 2005 CSBG contract.
- Implementation of the New National Performance Indicators into the Community Action Plan for 2006/2007 Program Years, due to CSD on June 30, 2005.

► **Identified Changes**

- Agencies must report ROMA outcome information for supporting programs and activities for CSBG **and** all other funding sources.
- Four of the 12 National Performance Indicators ask for agencies to report both the “number” of outcomes achieved and the “percentage” that number represents of the level of performance *expected* or *anticipated* by the agency. Example:

	ALL	EXPECTED To BE PLACED:	ACTUAL	CONTINUING TO PROGRESS: EXPECTED	ACTUAL	DROPOUT EXPECTED	ON TARGET AT YR END
TANF	200	150	140	48	40	2	180
CSBG	50	50	40	0	0	0	40
TOTAL	250	200	180	48	40	2	220
REPORT	220/250 =	89%					

► **Identified Preliminary Action Items**

- Identify, define and establish guidelines for data requested that is not specific. For example, 1.1 – Employment C. “Achieved “living wage” employment and benefits. There is no definitive national “living wage.” The amount of income and benefits needed to support the routine costs of individual or family life varies from community to community, state to state. As a result, each local agency must define what constitutes a “living wage” and appropriate benefits in their service area, count and report the number of low-income program participants that are helped to reach or exceed those thresholds.
- Determine if agencies will continue to report annually on their full range of ROMA outcomes in addition to reporting on the 12 National Performance Indicators. Fourteen measures are collected by CSD but are not requested in the National Performance Indicators.

- Define and clarify the standard outcomes in the benchmarks to tie into the National Performance Indicators outcome measures. Example:

Family Development Matrix, Employment, Thriving Benchmark:

“At least one family member maintains permanent, stable and sustaining employment. Pay is sufficient to provide family with discretionary income and the opportunity to save. Employment provides a full range of benefits, including health insurance. At least one family member has readily marketable skills.

Family Development Matrix, Employment, Safe Benchmark

At least one family member has full-time or nearly full-time employment, which yields adequate income for basic needs. Employment is stable but may not allow for savings or long-term financial security. Opportunity for advancement exists as a result of the nature of employment. At least one family member has or is developing greater marketable skills.

Family Development Matrix, Employment, Stable Benchmark

Family members are under-employed or fully employed at very low wages with limited prospects for advancement. In either case, pay and benefits are inadequate to meet all family needs, but supplemental financial and other assistance is temporarily available to assist the family while it implements a plan to improve its employment situation.”

- Need to define which benchmark would be reported in “1.1-Employment, C. “Achieved “living wage” employment and benefits”.

Goal 1: Low-Income People Become More Self-Sufficient

National Performance Indicator 1.1 – Employment

The number and percentage of low-income participants in community action employment initiatives who get a job or become self-employed as measured by one or more of the following:

- A. Unemployed and obtained a job.
- B. Employed and obtained an increase in employment income.
- C. Achieved “living wage” employment and benefits.

Goal 1: Low-Income People Become More Self-Sufficient

National Performance Indicator 1.2 – Employment Supports

The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from community action as measured by one or more of the following:

- A. Obtained pre-employment skills/competencies required for employment and received training program certificate or diploma.
- B. Completed ABE/GED and received certificate or diploma.
- C. Completed post-secondary education program and obtained certificate or diploma.
- D. Enrolled children in “before” or “after” school programs, in order to acquire or maintain employment.
- E. Obtained care for child or other dependant in order to acquire or maintain employment.
- F. Obtained access to reliable transportation and/or driver’s license in order to acquire or maintain employment.
- G. Obtained health care services for themselves or a family member in support of employment stability.
- H. Obtained safe and affordable housing in support of employment stability.
- I. Obtained food assistance in support of employment stability

Goal 1: Low-Income People Become More Self-Sufficient

National Performance Indicator 1.3 – Economic Asset Enhancement and Utilization

The number and percentage of low-income households that achieve an increase in financial assets and/or financial skills as a result of community action assistance, and the aggregated amount of those assets and resources for all participants achieving the outcome, as measured by one or more of the following:

- A. Enhancement –
 - 1. Number and percent of participants in tax preparation programs who identify any type of Federal or State tax credit and the aggregated dollar amount of credits
 - 2. Number and percentage obtained court-ordered child support payments and the expected annual aggregated dollar amount of payments.
 - 3. Number and percentage enrolled in telephone lifeline and/or energy discounts with the assistance of the agency and the expected aggregated dollar amount of savings.
- B. Utilization –
 - 1. Number and percent demonstrating ability to complete and maintain a budget for over 90 days.
 - 2. Number and percent opening an Individual Development Account (IDA) or other savings account and increased savings, and the aggregated amount of savings.
 - 3. Of participants in a community action asset development program (IDA and others):
 - a. Number and percent capitalizing a small business due to accumulated savings.
 - b. Number and percent pursuing post-secondary education due to accumulated savings.
 - c. Number and percent purchasing a home due to accumulated savings.

Goal 2: The Conditions in Which Low-Income People Live Are Improved

National Performance Indicator 2.1 Community Improvement and Revitalization

Increase in, or preservation of opportunities and community resources or services for low-income people in the community as a result of community action projects/ initiatives or advocacy with other public and private agencies, as measured by one or more of the following:

<u>Number of Projects/Initiatives</u>	<u>Number of Opportunities</u>
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- A. Accessible “living wage” jobs created or retained in the community.
- B. Safe and affordable housing units created in the community.
- C. Safe and affordable housing units in the community preserved or improved through construction, weatherization or rehabilitation achieved by community action activity or advocacy.
- D. Accessible and affordable health care services/facilities for low-income people created or maintained.
- E. Accessible safe and affordable childcare or child development placement opportunities for low-income families created or maintained.
- F. Accessible “before” school and “after” school program placement opportunities for low-income families created or maintained.
- G. Accessible new, preserved, or expanded transportation resources available to low-income people, including public or private transportation.
- H. Accessible preserved or increased educational and training placement opportunities for low-income people in the community, including vocational, literacy, and life skill training, ABE/GED, and post-secondary education.

Goal 2: The Conditions in Which Low-Income People Live are Improved

National Performance Indicator 2.2 -- Community Quality of Life and Assets

The quality of life and assets in low-income neighborhoods are improved by community action initiative or advocacy, as measured by one or more of the following:

- A. Increases in community assets as a result of a change in law, regulation or policy, which results in improvements in quality of life and assets;
- B. Increase in the availability or preservation of community facilities;
- C. Increase in the availability or preservation of community services to improve public health and safety;
- D. Increase in the availability or preservation of commercial services within low-income neighborhoods; and
- E. Increase or preservation of neighborhood quality-of-life resources.

Goal 2: The Conditions in Which Low-Income People Live are Improved

National Performance Indicator 2.2 -- Community Quality of Life and Assets

The quality of life and assets in low-income neighborhoods are improved by community action initiative or advocacy, as measured by one or more of the following:

- A. Increases in community assets as a result of a change in law, regulation or policy, which results in improvements in quality of life and assets;
- B. Increase in the availability or preservation of community facilities;
- C. Increase in the availability or preservation of community services to improve public health and safety;
- D. Increase in the availability or preservation of commercial services within low-income neighborhoods; and
- E. Increase or preservation of neighborhood quality-of-life resources.

Goal 3: Low-Income People Own a Stake in Their Community

National Performance Indicator 3.1 – Civic Investment

The number of volunteer hours donated to Community Action.

Goal 3: Low-Income People Own a Stake in Their Community

National Performance Indicator 3.2 – Community Empowerment through Maximum Feasible Participation

The number of low-income people mobilized as a direct result of community action initiative to engage in activities that support and promote their own well-being and that of their community as measured by one or more of the following:

- A. Number of low-income people participating in formal community organizations, government, boards or councils that provide input to decision-making and policy setting through community action efforts.
- B. Number of low-income people acquiring businesses in their community as a result of community action
- C. Number of low-income people purchasing their own homes in their community as a result of community action assistance.
- D. Number of low-income people engaged in non-governance community activities or groups created or supported by community action.

Goal 4: Partnerships Among Supporters and Providers of Service to Low-Income People Are Achieved

National Performance Indicator 4.1 – Expanding Opportunities through Community-Wide Partnerships

The number of organizations, both public and private, community action actively works with to expand resources and opportunities in order to achieve family and community outcomes.

Goal 5: Agencies Increase Their Capacity to Achieve Results

National Performance Indicator 5.1 – Broadening the Resource Base

The number of dollars mobilized by community action, including amounts and percentages from:

- A. Community Services Block Grant (CSBG)
- B. Non-CSBG Federal Programs
- C. State Programs
- D. Local Public Funding
- E. Private Sources (including foundations and individual contributors, goods and services donated)
- F. Value of volunteer time

Goal 6: Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems

National Performance Indicator 6.1 – Independent Living

The number of vulnerable individuals receiving services from community action that maintain an independent living situation as a result of those services:

- A. Senior Citizens; and
- B. Individuals with Disabilities

Goal 6: Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems

National Performance Indicator 6.2 – Emergency Assistance

The number of low-income individuals or families served by community action that sought emergency assistance and the percentage of those households for which assistance was provided, including such services as:

A. Food

B. Emergency Payments to Vendors, including Fuel and Energy Bills

C. Temporary Shelter

D. Emergency Medical Care

E. Protection from Violence

F. Legal Assistance

G. Transportation

H. Disaster Relief

CSBG Automation

Background

- CSD and CSBG Automation Team (CAT) began and postponed this project for a variety of reasons
- CSD conducted a technology assessment in 2004 and selected this project as a second priority (i.e., high benefit and high complexity)
- U.S. Office of Community Services – Recently strongly encouraged all States to consider adopting a statewide application system to help manage and assist with reporting outcomes based on ROMA (i.e., the six goals) and the “new” National Performance Indicators

CSBG Automation

Objective

Develop a centralized data management system that provides governments and Community Action Agencies with the electronic data they need to become more responsive in providing adequate resources and increased efficiencies necessary to successfully implement state and community action plans

Goals

- Aggregate outcome data (i.e., agency and statewide level)
- Store client demographic data
- Design agency specific output reports
- Define user access (i.e., agency data)



CSBG Automation

Goals (Cont'd from previous slide)

- Incorporate all service programs by provider
- Eliminate quarterly and semi-annual manual reporting
 - agencies would either do data entry or upload data
- Extract statistical data (e.g., outcome reports by County and/or City Council district)
- Reduce manual workload for close-out reports



CSBG Automation - Benefits

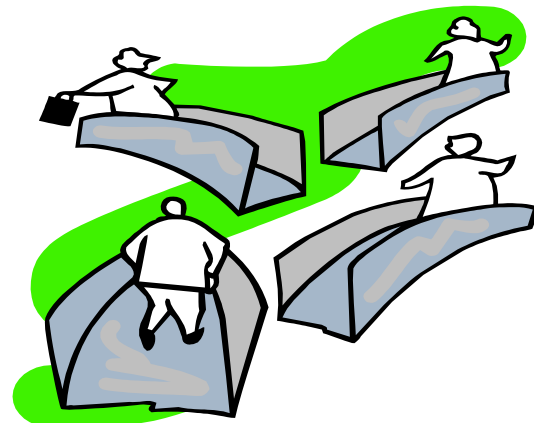
- Real-time data for analysis
- Streamlined reporting process
- Standardized and customizable reports
- Case management assistance
- Planning and performance data
- Computes income eligibility
- Single point of data entry
- Eliminates paper reporting
- Contract/funds management
- Meet State and Federal reporting requirements



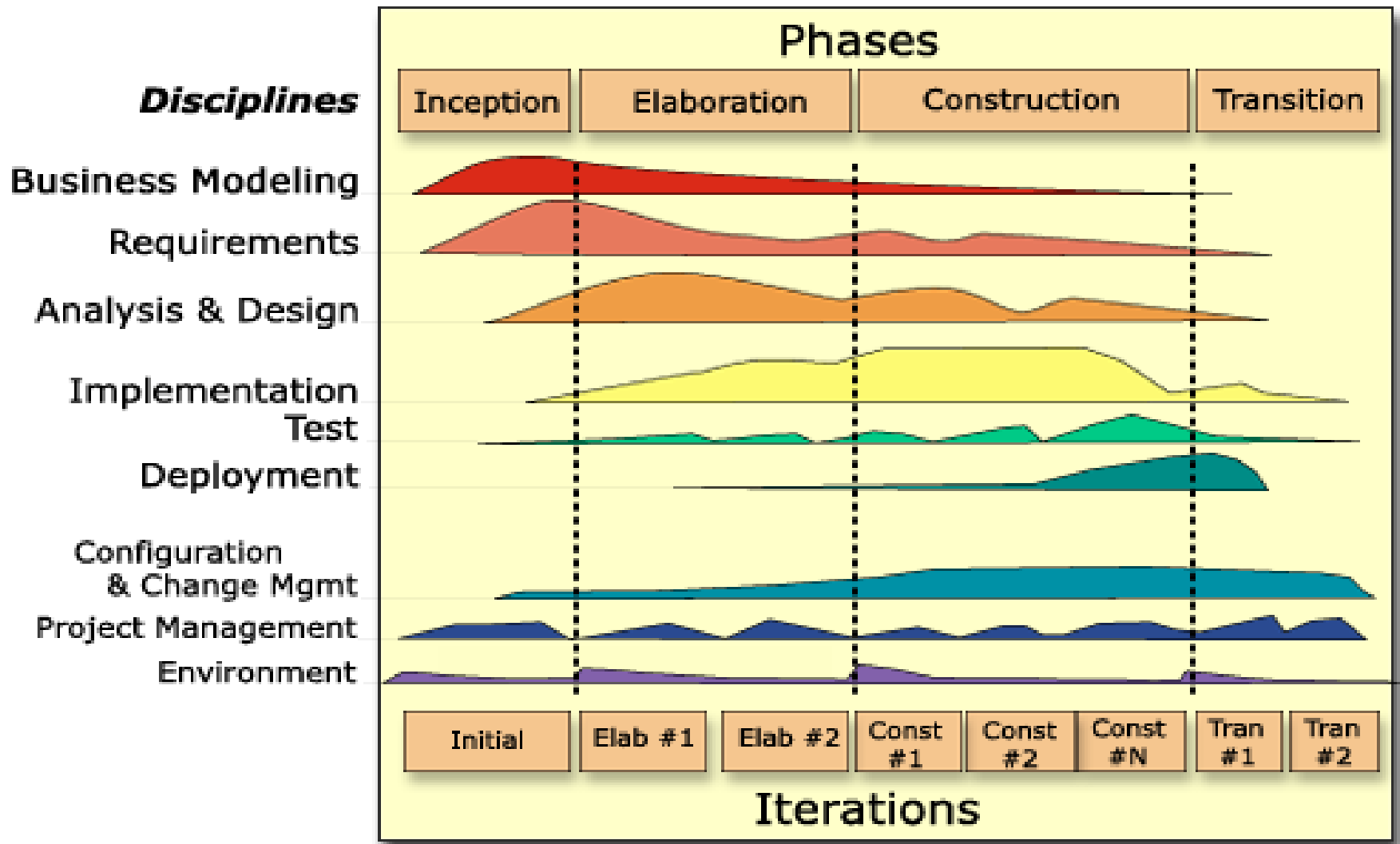
CSBG Automation

Implementation Methodology

- Apply principles of project management and use a standardized software development framework (i.e., phases)
- See chart on next slide....
- Proof of concept
- Technical & training assistance (e.g., strategic planning, change management, etc.)



Software Development Life Cycle



CSBG Automation

Tentative Project Timeframe

- Present through December 31, 2007

Actions Underway

- Apply for 2005 Technology Assistance Grant
- Evaluate other States systems
- Survey current commercial off-the-shelf software products
- Membership on the National IS Advisory Committee

CSBG Automation – CAT Members

Agency	Name
Economic Social Opportunity	Paula Sifflet
CAB of Santa Cruz	Tom Helman
City of Los Angeles	Venessa Johnson
Proteus	Ruth Martinez
County of San Diego	Anita Rodgers
Redwood CAA	Kermit Thobaben
Berkeley CAA	Kristen Lee
Kern County	Teri McClanahan
County of Riverside	Debra Jackson
Ventura Co.	Lee Riggins
DCSD	Various staff

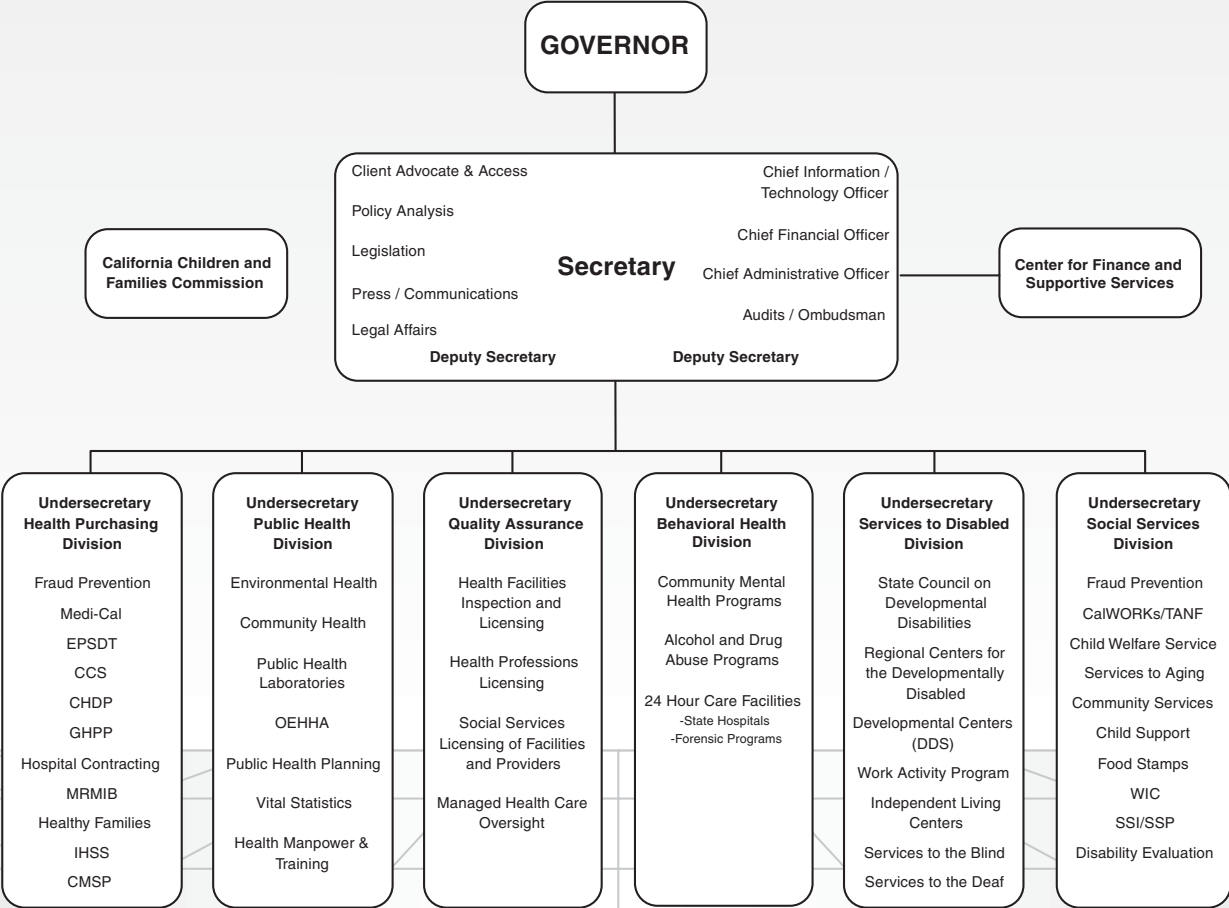
CSBG Automation

Desired Action

- Reaffirm the sponsorship for CAT (i.e., CSD staff, Agency representatives, CALNEVA, and various State Associations)
- Confirm participants and/or nominees to CAT

Comments
OR
Questions & Answers

Proposed Health & Human Services Department





HEALTH AND HUMAN SERVICES AGENCY

California Performance Review (CPR) *CHHSA Review Process*

In his first State of the State address, Governor Schwarzenegger underscored his commitment to making government more effective, efficient and responsive and called for a rigorous review of government – its performance, its practices and its costs. He subsequently issued an Executive Order establishing the California Performance Review (CPR), which tapped the expertise and experience of state employees, including many from the California Health and Human Services Agency (CHHSA) and its departments, in a systematic examination of the way in which government conducts the public's business.

The CPR culminated in hundreds of recommendations outlined in a report presented August 3, 2004, to the Governor, who has made it clear that he wants as much input as possible, from as many people as possible, before deciding how he will respond to those recommendations. Thus, while the CPR's work has ended, ours has only begun. It is now incumbent upon CHHSA to evaluate the organizational and programmatic proposals within our jurisdiction and provide informed recommendations to the Governor.

Toward this end, CHHSA is utilizing the following process for the review of the CPR's recommendations.

Internal CHHSA Review

Individual Programmatic Reforms – The directors of each department within CHHSA are working with their respective staff to review individual recommendations, analyzing how the proposal puts people first, streamlines operations and saves state funds and determining the best course for implementation. These analyses will be provided to CHHSA.

Proposed Organizational Improvements/Restructure – CHHSA has formed workgroups for each new division recommended by the CPR. In addition, three other workgroups will be formed: Realignment, Aging and Long-Term Care and Shared Administrative Services/General Government Reforms. Each workgroup has been assigned a leader who is responsible for creating a work team that includes staff from each of the affected departments (a list of workgroups and the team leaders can be found at <http://www.chhs.ca.gov/>). The workgroups will be reaching out to stakeholder groups to help inform their review and analysis. The workgroups will also consider how best to implement CPR proposals and whether they improve service delivery, promote better coordination and accountability and save state funds. These analyses will be provided to CHHSA.

External CHHSA Review

In addition to the internal CHHSA review process, stakeholders, advocates and parties who hold an interest in health and human services have been asked to provide feedback on CHHSA recommendations resulting from CPR.

Once the internal and external review processes are complete, CHHSA will submit health and human services CPR implementation recommendations to Governor Schwarzenegger.

Added by CSD: ☐

☐

Please send comments to cprchhs@chhs.ca.gov